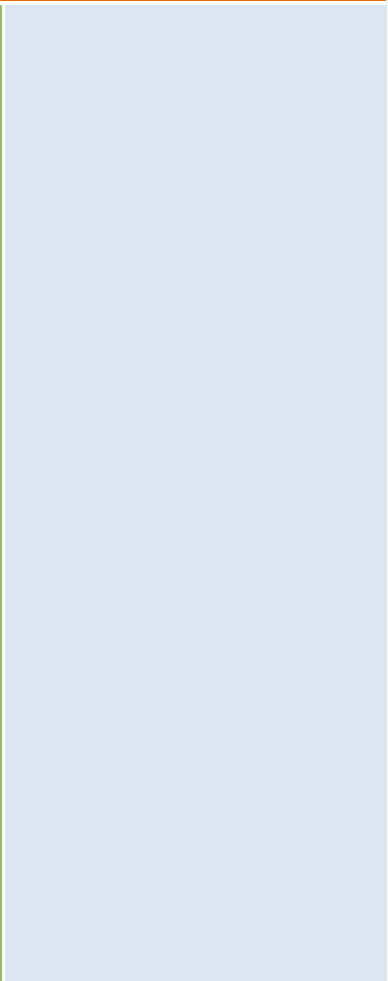




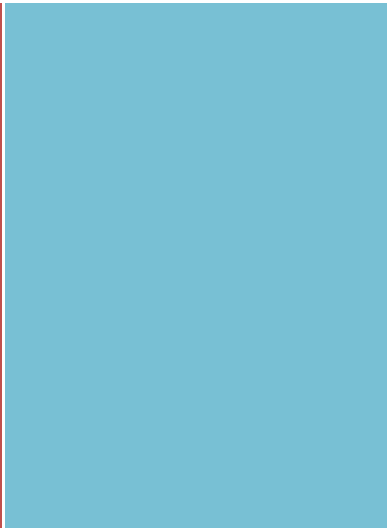
**THE CATALYST FUND –
TIDES FOUNDATION**

An Initiative Catalyzing Women of Color-led
Reproductive Justice Efforts Nationwide

Year One Evaluation



2008



EXECUTIVE SUMMARY

Catalyst aims to strengthen the reproductive justice movement by raising the visibility and resources directed toward women of color-led reproductive justice groups nationwide. Developed by the Women of Color Working Group of the Funders Network on Population, Reproductive Health and Rights (Funders Network), and housed at Tides Foundation since February 2007, Catalyst strives to:

Build a strong, diverse and responsive reproductive justice movement with the power to transform policies and systems, maintain past gains, and win new ground,

Increase and sustain new resources to reproductive justice organizations led by the women who experience the greatest reproductive justice disparities,

Increase the institutional commitment and capacity of foundations to support women of color-led reproductive justice organizations, and

Strengthen the capacity of women of color-led reproductive justice organizations to engage in this critical work.

MATCHING GRANT PROGRAM

At the center of the Catalyst Fund is a matching grants program that serves to motivate increased giving to women of color-led reproductive justice efforts from both national and local funders.

TECHNICAL ASSISTANCE

Catalyst offers a comprehensive technical assistance program to support grantmaking partners to meet the match, raise the visibility of women of color-led reproductive justice work, and to sustain

increased funding to this sector overtime. These offerings include in-person and phone-based convenings, a technical assistance toolkit, one-on-one fundraising coaching, and technical assistance grants.

TRACKING CHANGE

Tides Foundation has contracted with Korwin Consulting to develop and implement an evaluation that is tracking the impact of this initiative over the next three years in terms of its ability to increase the awareness, resources, and ultimately the capacity of the philanthropic sector and women of color-led reproductive justice organizations. The mixed-methods evaluation design includes surveys, focus groups, interviews, participatory data debrief convenings, and use of an online social change database entitled *Making the Case* to show whether the Catalyst Fund is expanding the visibility and the capacity of women of color-led reproductive justice groups — and their funders — to catalyze social and policy change.

ENGAGING NATIONAL FUNDING PARTNERS

At the time of this report Catalyst had raised approximately \$3 million from 15 national foundations, with grants ranging from \$20,000 to \$500,000. Most of Catalyst's national funding partners learned about the initiative through their involvement with the Funders Network and its Women of Color Working Group. They are motivated to support the initiative for a variety of reasons, including its alignment with their own foundation's strategic direction and its emphasis on women of

color-led organizations, reproductive justice, and historically underserved communities. Others appreciate Catalyst's role in supporting advocacy and growing grassroots activism. Quite a few of the funders cite Catalyst's collaborative funding model as a key motivator behind their support, describing the "efficiency" of jointly pooling resources, relying upon a network of grantmaking partners to identify key grassroots organizations, and the collective learning potential inherent in this collaborative model. In fact, Catalyst's evaluation is of great interest to a number of the funders, providing an opportunity to better understand whether and how the reproductive justice landscape is changing.

Catalyst's Theory of Change (TOC) articulates a framework for understanding if Catalyst is helping to build a strong, diverse and responsive reproductive justice movement with the power to transform policies and systems, maintain past gains, and win new ground. This theory assumes that to achieve this impact will, in part, require active support by the philanthropic sector as evidenced by increasing resources dedicated to women of color-led reproductive justice organizations, growing internal and sector-wide dialogue, integration of women of color-led reproductive justice into foundations' strategic priorities, "on-message" communications, and increasing visibility of women of color-led reproductive justice organizations within philanthropic convenings, publications, and other sector-related discussions.

Where things currently stand...

Increasing resources. To date, Catalyst has attracted funders that have a long history of

supporting reproductive health, rights and more recently, reproductive justice. For these foundations, Catalyst is not necessarily increasing their funding intentions but appears to align or converge with intentions already held. And while it is still too early to know whether philanthropy is dedicating and sustaining increasing resources to women of color-led reproductive justice, one early indicator is that these funders are expressing interest in increasing their direct grantmaking to these efforts.

Several funders caution Catalyst about evaluating its success based on whether increased resources are directed to women of color-led reproductive justice organizations in the coming years. They highlight at least two external forces that may impact future resource distribution, including current economic conditions that are resulting in reduced endowments and grantmaking throughout the sector, as well as a potentially inadequate local infrastructure to support the growth of women of color-led reproductive justice organizations throughout the country.

Increasing internal dialogue. Many of Catalyst's national funding partners are discussing women of color-led reproductive justice organizations within their staff meetings and through other internal foundation communications.

Catalyst is interested in engaging not only foundation staff but their boards as well in understanding and supporting women of color-led reproductive justice organizations, recognizing that long-term support is strengthened when there is full organizational involvement in the issue. Staff interviews suggest the complexity of

this goal by describing the different roles and engagement of national foundations' boards in organizational grantmaking.

Integrating women of color-led reproductive justice into foundations' strategic priorities. Catalyst's funders are integrating women of color-led reproductive justice efforts into their foundation's strategic priorities, another indicator that philanthropy is growing its awareness and support of these efforts.

There is greater visibility of women of color-led reproductive justice organizations within philanthropy. Some, but not all, funders believe this can be partially attributed to Catalyst. And while most of the foundations funding this initiative have been engaging in these discussions independent of Catalyst, quite a few recognize Catalyst as providing them with a new framework for discussing race and gender, for discussing the contributions of women of color-led work in the reproductive justice field, and for stimulating conversations about how best to evaluate this important social change work.

ENGAGING GRANTMAKING PARTNERS

In 2008, Catalyst worked with grantmaking partners—including women's funds/foundations and community foundations—in eight communities across the nation to expand financial support to local and state women of color-led reproductive justice efforts while building organizational capacity and leadership.

These grantmaking partners choose to participate in Catalyst for many of the same reasons cited by their national philanthropic

peers. At the heart, is a shared commitment to the issues addressed by Catalyst including its resolve to create equity for women of color-led reproductive justice organizations. Catalyst deepens grantmaking partners' understanding of reproductive justice and the importance of women of color-led efforts. It allows strategic alignment of this work among funders who share a common interest, providing an opportunity to strengthen fundraising and organizational capacity. Catalyst increases grantmaking partners' leadership and credibility on this issue. Catalyst also provides them an opportunity to financially support and increase the capacity of existing and new reproductive justice grantees.

Matching Catalyst grants. Each grantmaking partner is asked to match its Catalyst grant by educating new and existing donors about the need to support reproductive justice advocacy by women of color-led organizations. Combined, the first round of Catalyst grants and grantmaking partners' matching funds total \$1.3 million. Including an additional \$125,000 in technical assistance resources, approximately \$1.4 million was made available to women of color-led reproductive justice groups throughout the country.

Engaging new donors. Grantmaking partners use a variety of strategies to engage new donors and grantmakers in funding reproductive justice—including one-on-one donor meetings, e-appeals, donor circles, and house parties—as they work toward meeting their Catalyst match.

Twenty-seven (27) percent of the total Catalyst match amount was raised from

new donors. And all of the existing donors and institutional funders giving to five of the grantmaking partners contributed to reproductive justice work for the first time.

Collectively, the eight grantmaking partners report reaching approximately 20,000 individual donors through various communication efforts, resulting in 487 individual donors contributing to local Catalyst Fund efforts.

Grantmaking partners are building a base of donors of color to support women of color-led reproductive justice organizations. In fact, 39 percent of individual donors are donors of color.

Another sign of strong donor engagement is their involvement in an advisory capacity around a grantmaking partners' work. Five of the grantmaking partners, or 62 percent, report that donors are engaged with more than money, either through learning circles, advisory committees, or supporting a Catalyst-funded project.

Increasing capacity to support women of color-led reproductive justice organizations. The Catalyst Fund seeks to build the commitment of grantmaking partners to support women of color-led reproductive justice organizations while expanding their capacity to fulfill that commitment. All grantmaking partners report an increasing capacity as well as experience providing this support to women of color-led reproductive justice organizations in 2008 as a result of Catalyst.

Increasing organizational understanding and commitment to women of color-led reproductive justice. Each grantmaking partner provides examples of how its organizational understanding or involvement in supporting women of color-

led reproductive justice efforts has changed since first becoming aware of Catalyst. All believe that Catalyst has contributed directly or indirectly to changes they have observed in their board's commitment to fund women of color-led reproductive justice organizations.

Changes in grantmaking practices. Five grantmaking partners say that Catalyst has already contributed to changes in their grantmaking. They are engaging in a "more strategic approach" to grantmaking and prioritizing emerging organizations, creating women-focused grantmaking pools which facilitate tracking of grants and facilitate engagement of donors and foundations, and are increasing grantmaking to women of color-led reproductive justice organizations.

Increased grantmaking. All five grantmaking partners with 2005–2008 data increased their grantmaking to women of color-led reproductive justice organizations in 2008 over the previous year. Reporting grantmaking partners tracking number of grants issued since at least 2007 show a collective increase of 117 percent in the *number of grants* to women of color-led reproductive justice organizations since Catalyst began (from a total of 59 in 2007 to 128 in 2008). Also, data show that the average grant size has increased 666 percent over those made in 2007.

Growing awareness of women of color-led reproductive justice in philanthropic sector. Grantmaking partners are seeing greater attention being paid to women of color-led reproductive justice organizations within the sector since the start of the Catalyst Fund. Indicators include increases in stakeholder discussions, resource

commitment, and decision-making involving these organizations.

REFLECTING ON “SUCCESS”

Catalyst’s national and grantmaking partners offer their vision for a future in which Catalyst and its many partners succeed in building a strong, diverse and responsive reproductive justice movement with the power to transform policies and systems, maintain past gains and win new ground. This vision includes a future in which:

- ▶ Women of color-led reproductive justice organizations’ perspectives are broadly embraced.
- ▶ Women of color-led organizations are heard on multiple levels.
- ▶ Race and gender are discussed openly.
- ▶ There is significant, diversified, and sustainable funding and education.
- ▶ Reproductive rights become *mainstream*.

RECOMMENDATIONS

To strengthen women of color-led reproductive justice organizations...

- ▶ Provide ongoing support (either through technical assistance or funding) to women of color-led organizations to ensure the continuation of their efforts.

To deepen and broaden the impact of grantmaking partners...

- ▶ Provide more administrative resources for convening both donors and women of color-led reproductive justice organizations, which would enable grantmaking partners to increase their influence around the issue.

- ▶ Invest in communications strategies for all grantmaking partners to use that will continue to help them convey to potential donors and other stakeholders (policy makers, voters, community leaders of color) the scope and relevance of reproductive justice and the importance of the role of women of color as leaders in the movement.
- ▶ Strengthen grantmaking partners’ capacity to evaluate their reproductive justice investment, including development of data collection tools, and strategies for supporting their grantees in evaluating efforts over time.
- ▶ Provide similarly-sized grantmaking partners more opportunities for networking and sharing strategies, successes, and roadblocks.
- ▶ Continue to provide opportunities for grantmaking partners to build on one another’s capacity through sharing best practices and successful strategies for donor recruitment, resource development, and building grantees’ capacity.

To build a stronger reproductive justice movement...

- ▶ Collaborate with other reproductive justice movement leaders, such as EMERJ, to continue disseminating success stories from the movement to other social justice groups, public officials, and the wider community—growing understanding and adoption of the reproductive justice framework.
- ▶ Convene reproductive justice organizations, philanthropy, and other key stakeholders to discuss Catalyst’s evaluation findings and implications for

the reproductive justice movement's strategic direction.

- ▶ Continue to build sustainable resources for women of color-led reproductive justice organizations.

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PREFACE

ACKNOWLEDGEMENTS

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We would also like to extend our sincere appreciation to those who generously gave their time and thoughtfully contributed to this evaluation effort by agreeing to be interviewed, surveyed and/or provide comments on Catalyst's formative evaluation materials.

- ▶ Eveline Shen, *Asian Communities for Reproductive Justice*
- ▶ Aparna Sharma & Karen Duvall, *Chicago Foundation for Women*
- ▶ Edith Eddy, *Compton Foundation*
- ▶ Lourdes Rivera, *Ford Foundation*
- ▶ Holly Bartling & Lani Shaw, *General Service Foundation*
- ▶ Tom Layton, *The Wallace Alexander Gerbode Foundation*
- ▶ Rebecca Saul Butler, *The Grove Foundation*
- ▶ Joanna Lauen, *Irving Harris Foundation*
- ▶ Nicole Gray, *The William and Flora Hewlett Foundation*
- ▶ Nancy Stockford, *John Merck Fund*
- ▶ Shira Shaperstein, Jaqueline Nolly & Raquel Najera, *The Moriah Fund*
- ▶ Kimi Green & Nelsy Dominguez, *New Mexico Community Foundation*
- ▶ Leslie Fesenmyer & Cathy Levy, *New York Women's Foundation*
- ▶ Wilma Montanez, *Jesse Smith Noyes Foundation*
- ▶ Hanh Yu, *Social Policy Research Associates*
- ▶ Rini Banarjee, *Overbrook Foundation*
- ▶ Kathy Toner, *The David and Lucile Packard Foundation*
- ▶ Karen Plafker, *Wellspring Advisors*
- ▶ Mardi Kildeback, *Mary Wohlford Foundation*
- ▶ Surina Khan, *the Women's Foundation of California*
- ▶ Grace Caligtan, *Women's Fund of Hawai'i*
- ▶ Sophie Brion & Tiffany Zientz Heckler, *Women's Fund of Miami-Dade County*
- ▶ Elaine Maly, *Women's Fund of Greater Milwaukee*
- ▶ Mary Giovinazzo, *Women's Fund of New Jersey*

Additional appreciation is extended to Korwin Consulting associates—Robin Horner, Mirthala Santizo, and Marla Lay—for their assistance in collecting and analyzing information for this study. And to Sara Gruen, with Tides Foundation, for assistance in scheduling key informant interviews. This evaluation would not have been possible without their collective assistance.

ABOUT KORWIN CONSULTING

Korwin Consulting, an evaluation and planning firm, advances social justice solutions by identifying community strengths, building organizational capacity, and evaluating impact. Since its inception in 2001, Korwin Consulting has worked collaboratively with philanthropic, nonprofit, and governmental organizations—strengthening their capacity to meet pressing community needs by conducting evaluations, needs assessments, and other change efforts. Korwin Consulting specializes in working with social justice organizations that are serving and advocating on behalf of historically marginalized populations including but not limited to: women and girls; current and former foster youth; lesbian, gay, bisexual, and transgender community members; people of color; and immigrants and refugees. Korwin Consulting has developed a reputation for producing high quality work that is not only responsive to our clients' needs but also engages our clients in interpreting preliminary findings to ensure that the information gathered is useful and accurate. More information on Korwin Consulting is available at www.korwinconsulting.com.

INTRODUCTION

Catalyst aims to strengthen the reproductive justice movement by raising the visibility and resources directed toward women of color-led reproductive justice organizations nationwide. Developed by the Women of Color Working Group of the Funders Network on Population, Reproductive Health and Rights (Funders Network), and housed at Tides Foundation since February 2007, Catalyst strives to:

- ▶ Build a strong, diverse and responsive reproductive justice movement with the power to transform policies and systems, maintain past gains and win new ground,
- ▶ Increase and sustain new resources to reproductive justice organizations led by the women who experience the greatest reproductive justice disparities,
- ▶ Increase the institutional commitment and capacity of foundations to support women of color-led reproductive justice organizations, and
- ▶ Strengthen the capacity of women of color-led reproductive justice organizations to engage in this critical work.

At the center of the Catalyst Fund is a matching grants program that serves to motivate increased giving to women of color-led reproductive justice efforts from both national and local funders. At the time of this report Catalyst raised approximately \$3 million from 15 national foundations. Interviews and surveys with 14 of these grantmakers and other thought leaders highlight their engagement with Catalyst as well as changes in support of women of color-led reproductive justice emerging within their own and other foundations. Please see *Engaging National Funding Partners* to learn more.

Currently, Catalyst works with grantmaking partners in eight communities across the nation in order to expand financial support to local and state women of color-led reproductive justice efforts while also building organizational capacity and leadership. To date, the Catalyst grants and grantmaking partners' matching funds total \$1.3. Including an additional \$125,000 in technical assistance resources, approximately \$1.4 million was made available to women of color-led reproductive justice groups throughout the country. The section, *Engaging Grantmaking Partners* in this report (starting on page 45) provides an analysis of these first year efforts and impacts.

Catalyst offers a comprehensive technical assistance program to support grantmaking partners to meet the match, raise the visibility of women of color-led reproductive justice work, and to sustain increased funding to this sector overtime. Interviews with these partners capture their experiences as well as recommendations for future technical assistance offerings.

MEASURING CHANGE

Tides Foundation has contracted with Korwin Consulting to develop and implement an evaluation that is tracking the impact of this initiative over the next three years in terms of its ability to increase the awareness, resources and ultimately the capacity of the philanthropic sector and women of color-led reproductive justice groups. The mixed-methods evaluation

design includes surveys, focus groups, interviews, participatory data debrief convenings, and use of the Women's Funding Network's online social change database entitled *Making the Case* to show whether the Catalyst Fund is expanding the visibility and the capacity of women of color-led reproductive justice groups — and their funders — to catalyze social and policy change. Attention will be paid to the intersection of reproductive justice and other social justice issues such as environmental justice, labor, criminal justice and drug policy reform, immigrant rights, and more. Korwin Consulting is also providing evaluation capacity-building trainings and coaching for these women of color-led reproductive justice groups.

METHODS

The Catalyst evaluation incorporates a mixed-methods design to capture this comprehensive initiative and its resulting outcomes.

PHASE ONE—THEORY OF CHANGE AND ASSOCIATED INDICATORS

Building upon the formative work of the Social Policy Research Associates' two studies commissioned by EMERJ—*Mapping of Reproductive Justice Evaluations*, and *Evaluation Guidelines for Reproductive Justice Funders*—Korwin Consulting worked closely with Tides and its partners to develop Catalyst's Theory of Change as well as associated indicators. These documents provide the basis upon which Catalyst's evaluation is designed.

PHASE TWO—EVALUATION IMPLEMENTATION

With input from Tides staff, Korwin Consulting developed and refined survey and interview protocols for the evaluation. Additional development is underway to modify the data tracking systems to be used by Catalyst-funded women of color-led reproductive justice groups as well as the Funders Network Grants Database. The evaluation incorporates the following methods:

National Catalyst Funders

- ▶ **Key informant interviews.** In September and October 2008, Korwin Consulting conducted 16 telephone interviews with representatives from national foundations and thought leaders.¹ Eleven interviewees are current Catalyst funders, two prospective, one chose not to fund Catalyst, and the remaining two are interested in reproductive justice and the Catalyst initiative.

These interviews capture Catalyst's impact on philanthropy by exploring national grantmakers' understanding and commitment to women of color-led reproductive justice organizations, as well as their observed changes in the visibility of these reproductive justice organizations in the broader philanthropic sector.

- ▶ **Survey.** Korwin Consulting administered a complementary survey through an online program to the eleven national funders supporting Catalyst at the time of dissemination (September 2008). The survey remained in the field for approximately one month, and representatives from six organizations completed the survey for a 55% response rate. This survey captures Catalyst funders' philanthropic investments to women of color-led reproductive justice efforts in the year(s) prior to and since their funding of Catalyst.

Grantmaking Partners

- ▶ **Key informant interviews.** Tides Foundation provides a variety of technical assistance (TA) to Catalyst's grantmaking partners including convenings, a technical assistance toolkit, and coaching. In July 2008, Korwin Consulting conducted telephone interviews

¹ Two interviews were conducted with representatives from one foundation

with 12 staff from the eight current grantmaking partners to learn their initial motivations for participating in the Catalyst Fund, their impressions of Catalyst's TA offerings and Tides oversight of this initiative, as well as benefits gained by participating in Catalyst.

- ▶ **Annual online report to measure grantmaking partners' outcomes.** Catalyst's eight grantmaking partners completed a web-based annual report in October 2008. This report is designed to learn whether and how these partners have progressed in meeting Catalyst's matching grant funds, determine if there is greater institutional commitment to women of color-led reproductive justice efforts, and to share any observed changes in philanthropy's awareness and support of these groups.

National Reproductive Justice Funding Trends

- ▶ **Data analysis of the Funders Network Grants Database.** Catalyst is interested in measuring changes in the number and size of grants awarded to women of color-led reproductive justice grantees within the broader philanthropic sector. While resources limit the scale of this research, Catalyst has negotiated with the Funders Network on Population, Reproductive Health, and Rights to include questions in their annual membership survey that will capture changing philanthropic investments in organizations led by and for women of color. The Funders Network agreed to incorporate and introduce these new survey categories to their members in 2008. These data will be analyzed by Catalyst beginning in 2009.

Women of Color-led Reproductive Justice Groups and Organizations

Catalyst is interested in building the evaluation capacity of women of color-led reproductive justice grantees. This capacity-building investment is designed to enable organizations to better "tell their story," while at the same time gain access to real-time data needed to inform their advocacy strategies. Toward that end, Catalyst's evaluation incorporates the following methods:

- ▶ **Making the Case.** Starting in 2009, grantees will be trained in using the Women's Funding Network's (WFN) *Making the Case* tracking tool to ensure the greatest benefit from this social change tool. Grantees will capture their advocacy and organizing efforts and related reproductive justice outcomes in mid- and year-end annual reports generated through Making the Case.
- ▶ **Focus Group at the SisterSong Annual Convening.** In November 2009, eight to 10 Catalyst grantees will be invited to participate in a discussion regarding the status of the reproductive justice movement and the role that women of color-led groups hold within this movement. Are women of color-led reproductive justice groups engaging in effective and strong advocacy and organizing? Are they in coalition with, sharing an analysis with, and gaining support from other social justice groups? Are they linked at the regional, state and/or national levels? What is contributing toward these successes? What barriers do they face? Notes from this discussion will be disseminated to all

Catalyst-funded women of color-led reproductive justice grantees and funders, expanding the dialogue beyond the confines of this discussion.

- ▶ **Phone Convening to “Interpret” Data Collected to Date.** What does the information that Catalyst-funded women of color-led reproductive justice grantees have shared through Making the Case and the focus group mean for the Reproductive Justice movement? Does the “data” point to a stronger movement? Is there greater integration of women of color’s voices and leadership in the reproductive justice movement? Should there be a change in strategies or directions? How do we know? In early 2010, approximately 10 Catalyst grantees will be invited to join in a discussion to interpret the data collected thus far. The information gathered at this convening will again be shared with all Catalyst-funded women of color-led reproductive justice grantees and funders.

METHODOLOGICAL LIMITATIONS

When reviewing these evaluation findings it is important to note some current and projected limitations.

- ▶ **Tracking philanthropic investment to women of color-led reproductive justice organizations.** Catalyst is interested in tracking philanthropy’s changing investment in women of color-led reproductive justice organizations. However, interviews and early discussions with national funders show that many do not have the capacity to capture this funding within their foundation’s tracking system, thereby limiting Catalyst’s ability to quantitatively track these changing philanthropic investments. While one indicator of increased commitment to supporting women of color-led reproductive justice groups will be for foundations to create the internal capacity to identify this grantmaking within their own institutions, it is evident from preliminary discussions that if these data collection categories are to change, the change will take time to manifest. In the meantime, Catalyst may need to rely upon a more qualitative reporting of changing philanthropic investment in future years.
- ▶ **Measuring increased investment during an economic recession.** The Catalyst Fund seeks to increase resources granted to women of color-led reproductive justice organizations over time. Unfortunately, the Catalyst Fund has launched during an economic recession. Caution is warranted in correlating the level of investment during this period with philanthropic awareness and interest in supporting these efforts.
- ▶ **Capturing advocacy and organizing outcomes.** Catalyst anticipates funding close to 60 women of color-led reproductive justice organizations in 2009 through its grantmaking partners. These organizations will include seasoned and newer advocacy groups, and many will require capacity-building support to not only evaluate their efforts but also to design their advocacy strategies. These conditions will most likely impact the organizations’ ability to effectively evaluate their early efforts. *(Please note: In anticipation of these challenges, Catalyst is seeking resources to support capacity-building for its grantees.)*

ENGAGING NATIONAL FUNDING PARTNERS

Catalyst seeks to strengthen the reproductive justice movement by raising the visibility and resources directed toward women of color-led reproductive justice organizations nationwide. Engaging national and local funders in this effort lies at the heart of this initiative. As the first full year of Catalyst's implementation comes to a close, it is an opportune time to step back and assess whether and how this reproductive justice landscape is changing.

Interviews with 16 national foundation representatives and thought leaders highlight their engagement with Catalyst as well as changes in support of women of color-led reproductive justice that they see emerging within their own and other foundations.

HOW DO NATIONAL FOUNDATIONS LEARN ABOUT THE CATALYST FUND?

Catalyst is engaging numerous national funding partners in this initiative. At the time of this report, 15 different foundations have funded Catalyst, with grants ranging from \$20,000 to \$500,000.

All of those interviewed learned about Catalyst through their involvement with the Funders Network on Population, Reproductive Health and Rights and its Women of Color Working Group. Many have helped to design this Initiative, citing involvement with Catalyst from its inception.

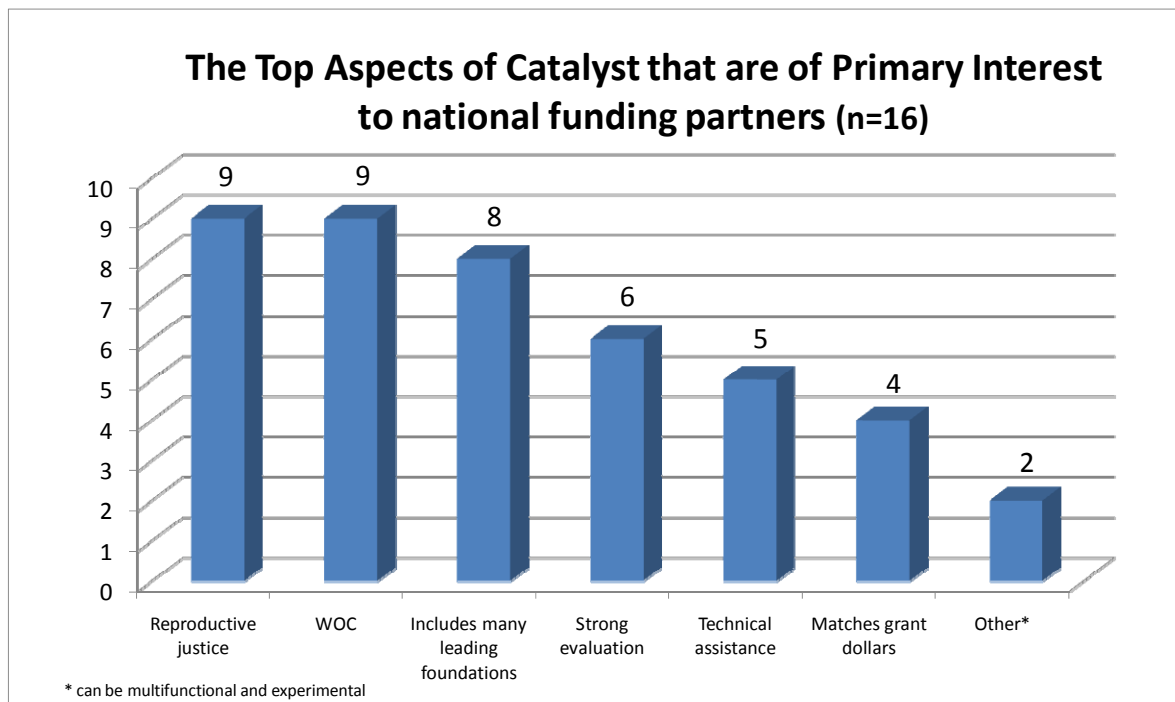
- ▶ “At the Women of Color Funders group, we have been involved in the process of creating Catalyst from the very beginning. Our executive director is part of the advisory board.”
- ▶ “I have been part of the Women of Color Working Group since it started 10 years ago, so I was part of the evolution.”
- ▶ “We were in on the earliest conversations within the Women of Color Working Group.”
- ▶ While others have been exposed to Catalyst through discussions occurring in the Funders Network and its Women of Color Working Group over the years:
- ▶ “We don’t have a particular focus on women of color organizations, so I did not end up joining that Working Group. But, I followed the story from there due to my interest in the field. I also find it an interesting case study on how to do collaborative funding.”
- ▶ “I was a member of the Women of Color Working Group in 2005 and involved in discussions and interviews initially. I rotated off and ended up not doing U.S. grantmaking in the past few years. I’m now coming back on. In that time, the Catalyst Fund has gone from an idea to an actual launch. I attended last October’s Funders Network meeting when Catalyst’s launch was announced.”

Still others were approached to support Catalyst by Vanessa Daniel, Tides Foundation program advisor, who manages the Fund.

- ▶ “I am a member of the Funders Network, and I never truly focused on it. I know it was talked about at some meetings. I didn’t participate in the Women of Color Working Group, so it certainly didn’t come from that. Then I had an inquiry from Vanessa Daniel sometime last year. She had heard we were getting involved with the intersection between Environmental Health and Reproductive Health, and she thought this might be a fit. So, I got more information directly from Vanessa.”
- ▶ “I know Vanessa originally through the Funders Network. I was first introduced to it at last year’s annual meeting. She sent me a very lengthy explanation of what they are going to do with the Catalyst Fund and how it’s going to work.”

WHAT MOTIVATES NATIONAL FOUNDATIONS TO SUPPORT CATALYST?

Catalyst’s national funders are motivated to support the initiative for a variety of reasons, including its alignment with their own foundation’s strategic direction and its emphasis on women of color-led organizations, reproductive justice, and historically underserved communities. Others appreciate Catalyst’s role in supporting advocacy and growing grassroots activism. Quite a few of the funders cite Catalyst’s collaborative funding model as a key motivator behind their support, describing the “efficiency” of jointly pooling resources, relying upon a network of grantmaking partners to identify key grassroots organizations, and the collective learning potential inherent in this collaborative model. In fact, Catalyst’s evaluation is of great interest to a number of the funders, providing an opportunity to better understand whether and how the reproductive justice landscape is changing.



What some funders have to say...

Catalyst aligns with their foundation's strategic priorities.

- ▶ “It fits clearly within our overall strategies of seeking to address health disparities through movement-building and reproductive justice.”
- ▶ “Our programmatic strategy is really about promoting and protecting reproductive health and rights in America. That is one of our programmatic goals, and in our analysis one of the ways that we want to contribute to that is looking at populations that are disproportionately affected by reproductive health issues in the U.S. We also look at those populations as the best messengers, as they are the best people to inform others about policies and programs. We think of that as a kind of important mechanism to achieve our goal of protecting and promoting reproductive health and rights. So, even funding some of the women of color groups that work in reproductive justice fits our strategic interests.”
- ▶ “Our strategy goes back to 2005 when we articulated two strategic lines of work. There is still a constituency for choice that is more mainstream. At the same time, there is a shift happening. This is a strategic decision on our part—to invest in a new demographic leadership. These are political issues—family planning, health care, abortion. To only invest as we have in the past will bring diminishing returns to those approaches. We need to think strategically—the Tides grant in particular. When its Theory of Change first came on the table, there was a similar idea in our guidelines.”
- ▶ “We’re in the process of reframing. We do a lot of work around health access, and we were part of all the other foundations that did a lot of work around wellness issues. We’re starting to reframe and refocus our energies and resources. So, we’re kind of moving away from wellness and looking at issues of race and social determinants as critical issues around healthcare issues. It’s hard to do that and not also look at gender.”

Catalyst supports reproductive justice/rights organizations.

- ▶ “We chose to fund Catalyst because, as a foundation, we have been funding reproductive justice for a very long time. We’re very drawn to the fact that it’s targeting reproductive justice and women of color-led organizations.”
- ▶ “We are interested in environmental health and reproductive health.”
- ▶ “We funded it because, fundamentally, it is the kind of funding that [our foundation] has always done. Particularly, we have been involved with it for more than a decade in reproductive rights.”

Catalyst supports women of color-led organizations.

- ▶ “We would like to see more funding go to women of color-led groups and see their voices more represented both at the state and national debate level.”

- ▶ “We funded Catalyst for several reasons, which include that we were interested in funding women of color-led organizations, compensating for the lack of funding in the private sector, helping women on the ground to think about the issue and really catalyze our money, and helping organizations located in the community or rural areas. The last one was a really important strategy to explore.”

Catalyst supports historically underserved communities.

- ▶ “Our goals are not the same as Catalyst’s are, but, there is a small area of overlap. We don’t have a particular focus specifically on women of color/reproductive justice organizations. Our focus is on trying to reach populations that are underserved or unserved, so for us that includes people of color who are disadvantaged in some way or another. So, it isn’t a focus on women of color per se; it’s on people who, for whatever reason, are not having as much access as all of us would like.”

Catalyst provides funders a mechanism to vet and support local and state reproductive justice organizations.

- ▶ “We recognize that a lot of the really innovative reproductive justice work was being done at the local and state level, and we don’t have the staff capacity or the funds really to screen, evaluate and make grants to efforts like that. So, being able to have this pooled fund allowed us to get funding to where some of the most creative work is in—ways that we wouldn’t otherwise be able to do. That’s the reason why we’ve done other grantmaking like that.”
- ▶ “In other words, what I want to do is say, ‘I don’t have time to look into...’ We tend to fund small, grassroots groups that have the same profile as the people who Catalyst funds. But, Catalyst is doing all the work, locating the organizations, and also, giving them more money than we could.”
- ▶ “It is nice if there’s a group of donors who are working on something. It could be inefficient, but, it also could be efficient to have a lot of the thinking and a lot of the expertise. We’re not necessarily experts in reproductive justice issues, and we’re not going to have the time or ability to do a lot of due diligence on a lot of groups. It’s very hard for our foundation to make small grants because we don’t have the staff and the time. So, this national fund provides a way to get resources to organizations that would otherwise be too far off our radar screen. Organizations might be too small for us to consider otherwise.”

Catalyst is a smart strategy for pooling resources and generating matching funds.

- ▶ “There’s something about the matching piece and the energy launching this that creates a good bandwagon effect to get other people who haven’t necessarily funded this work in the past on board. I think trying to figure out how to make that case to non-Women of Color Working Group funders has been a really important process for all of us.”

- ▶ “I think [our foundation] has quite a history of participating in pooled-funding mechanisms. We do a lot of our giving that way internationally, as well as in the U.S., so it wasn’t a foreign concept to us.”
- ▶ “I also think that leveraging pieces were a nice addition for us. It certainly helped us make the case to the board. I have enormous respect for Vanessa and the work that she did in taking a kind of difficult concept—that it took a long time for the Women of Color Working Group to address—and for her moving it into a structure and strategy that made sense.”
- ▶ “For a variety reasons. One, we were involved in the conversations from the very beginning, and it was the fruition of a collective effort that had been happening for a long time with the women of color working group. So, it’s a vehicle for a collective process with other funders, a way to get more visibility to support women of color work, and a way to get more money into the field. There are a lot of different reasons why it made sense to us.”

Catalyst provides evaluation, technical assistance and capacity building.

- ▶ “I think more than anything, from my perspective, we wanted to support the technical assistance piece of the fund and really build the capacity of the field—in terms of more funding, more evaluation, being able to tell their story better, and just getting up to the organizational capacity to be able to attract other donors.”
- ▶ “Building the organizational capacity was the most important piece. The match isn’t that important, it’s just much more about building the field.”
- ▶ “Catalyst has a strong evaluation component and plan. For example, I have been using what Vanessa has done in evaluation in addition to the evaluation that the Asian Communities for Reproductive Justice is doing—merging and using that to actually construct outcome indicators for this area of work that I’m helping to define. I’m also sharing that with my colleagues in the Human Rights Unit. Our evaluation czar tries to influence what the foundation’s evaluation and impact measures are going to look like, and it has been extremely helpful to have people in the field who have already, at least, started to think about these things that have brought us this far. I think the work Catalyst is doing is helping, and again I don’t know what the outcome is going to be, but at least it’s being inputted into the process. I don’t know what the output of the process is going to be yet, but something is certainly going into the input end of the process.”

WHAT DO NATIONAL FUNDING PARTNERS WANT TO LEARN FROM CATALYST?

Each funder comes to Catalyst with its own set of interests. Collectively, they would like to learn whether and how Catalyst is leveraging new resources for women of color-led reproductive justice organizations, what organizations Catalyst is funding, and lastly, whether and what social change outcomes are resulting from these women of color-led reproductive justice efforts.

Is Catalyst leveraging new resources for women of color-led reproductive justice organizations?

- ▶ “I would like to know who’s funding it. How much new money has come on line? Maybe a little bit about the local matches—in terms of both dollars and the nature of the work that’s being done. Learning some of things that people have done.”
- ▶ “By doing the matching grants, is there a pool of untapped money that needs to be mobilized by a match? Who are these people? Where do they emerge from?”
- ▶ “Definitely how much money did they catalyze, and how are the women’s funds able to meet that plan?”
- ▶ “That it leveraged new funding. They are probably more interested in that than I am frankly. Although, I think that’s great because it’s less of a motivator for me.”

Who is Catalyst funding?

- ▶ “A lot of them will want to hear just nitty-gritty information as to who has gotten this money, who are the grantees out there, and who is benefiting from it directly. Are any of these folks different from the folks we are already funding? We have a very practical, down-to-earth board that is familiar with a lot of the issues and some of the groups, so they would want to know some of the real practical stuff. What is different about the Catalyst Fund from the way our foundation is doing its grantmaking?”
- ▶ “I think they would love to hear about the stories that will likely lead to policy victories—either policy victories stories or capacity and movement building stories. We would like them to hear stories specifically about why funding women of color and reproductive justice is creating added value.”

What social change outcomes are resulting from Catalyst? Does it bring about policy or service change and engagement of new groups?

- ▶ “Having a strong evaluation to determine what is the impact and the social change impact. The fact that Catalyst is going to be evaluated by not only how much money has been generated in the field, but by the fact that it is also going to be looking at ‘what is the policy outcome down the road.’ The evaluation is going to be a critical component, not only for Catalyst itself, but because it is just one piece of the puzzle of a broader piece. It is also going to make and support the case of why reproductive justice and women of color-led work is important to advance. That’s my broader agenda and that’s where Catalyst fits.”
- ▶ “To learn something that corresponds to our reason for funding it is, in other words, ‘did this initiative enable the folks who are collectively putting their money into it reach populations that haven’t been reached before, and did it change behaviors in those populations?’ In other words, to have an impact on their reproductive health. I don’t know whether that is going to be possible, but it would be interesting to me to know whether or not those folks who had been unserved or underserved were now getting

services. If, as a result of those services, there was any impact on their reproductive health, were they having fewer unwanted, unplanned pregnancies, were they having fewer STDs, was there any drop in the rate of AIDS or HIV infection, etcetera.”

- ▶ “With our board in particular, they would really want to see some tangible policy or service improvement impact. They would want to know that the groups engaged in—whether it’s local, state or national—policy efforts that were successful and/or if they pioneered a new kind of integrative service delivery that had a real impact on women’s lives.”

Does it help organizations reach their goals?

- ▶ “They will take a look at the long-term horizon and realize that if you are trying to engage constituencies, you’re trying to work with new groups who are at different starting points. They’ll be most interested in the early stages and saying, ‘how have these organizations articulated their main goals? What are the things they want to effect in the world? How are they backward matching that to their activities that they do on a daily basis?’”
- ▶ “They would want us to be able to say that these groups are doing things that are moving them in the right direction. If organizations were able to articulate their activities and goals without saying the jargon theory of change kind of stuff, that would be good. For example, ‘how are they connecting their larger vision and goals to how they structure and prioritize their activities’ is a question to ask.”
- ▶ “They would want to hear that the groups funded through Catalyst are sustainable, growing, and that their capacity has been built in some tangible ways, so they are not solely dependent on the Catalyst Fund for support.”
- ▶ “Even before, there’s the process and the end product. So, take engagement in policy debate as an example—when do they expect to see success? Let’s take state abortion funding or something, or better services for pregnant mothers. It’s obvious that that could take a really long time, but I think effective policy advocacy shows that if groups identify an issue and have a strategy for addressing it, then success could happen more quickly. Likewise, service delivery or education programs may take ten or 20 years to see actual health outcomes change, but you would see fairly quickly the new strategy we are trying or developing. What I feel that the board may be interested in could really be speaking about my interests.”

Does it increase capacity and resources in the field?

- ▶ “I think they would want to see increased funding and capacity in a two-to-five-year timeline for more money coming into the field. I think they would have a five-to-ten- or more year timeline for the other impacts.”
- ▶ “By funding this work, some interesting effective models for organizing have emerged. Wider impact within organizing groups helped to make changes at community level—stronger resonance at higher levels.”

GREATER PHILANTHROPIC ENGAGEMENT IN WOMEN OF COLOR-LED REPRODUCTIVE JUSTICE

Funding women of color-led reproductive justice

Several foundations credit Catalyst with providing them an opportunity to leverage additional resources as well as offering a complementary funding mechanism for their foundation to support women of color-led reproductive justice organizations.

- ▶ “This is already within our strategic priorities but differently worded. We discuss diverse leadership and diverse constituencies, and sometimes communities of color. The priority was there. And then there was Catalyst, up and running, with good leadership, a strong evaluation component...those factors were there, Catalyst had other donors engaged. We were able to contribute to Catalyst. There was a lot about right timing in this.”
- ▶ “I think the Catalyst Fund is a new and different mechanism and it has some benefits, it might have the benefit of leveraging more money, but Catalyst was in keeping with what we were doing and it seemed like another experiment to try, like let’s see how this would work to keep pursuing the interests that we have.”
- ▶ “A very important piece of our strategy around funding women of color groups is that we look at the large national non-women of color-led or non-reproductive justice groups and they get \$3 million grants from some foundations, then the women of color-led even at the national level maybe get \$100,000. We feel like they will never compete and they’ll never really have enough power and enough voice within the movement until they start getting a lot more money, and we are too small to give them that kind of money. So Catalyst I really feel is a way to leverage some of those larger donors and provide the rigor and also the fire and just the mechanism so they can get their money out there and enable them to have more power.”

Catalyst can support tracking of “women of color-led organizations” as a category in internal grants tracking systems.

As Catalyst advances its agenda, it is encouraging philanthropic partners and where possible, the broader sector to track their grantmaking to women of color-led organizations. This tracking offers the dual benefit of raising foundations’ awareness of their giving patterns and at the same time, provides a way to measure whether philanthropy is increasing its support to these organizations.

Several national funding partners indicate that they are currently tracking their grantmaking to women of color-led organizations. However, they do not attribute this practice directly or indirectly to Catalyst.

- ▶ “I would say for us the intentionality [to track women of color-led organizations] precedes the Catalyst Fund. I’m proud to say that we’ve been trying to do it more or less effectively. The Catalyst Fund gives us another vehicle for it.”

- ▶ “Independent of Catalyst there is a discussion about this within our foundation. It is more of a convergence than that Catalyst is driving this change.”

Several partners are capturing related but not explicit information about their funding of women of color-led organizations.

- ▶ “We don’t have an explicit category that says ‘women of color.’ We have a category that says ‘new voices and leaders for reproductive justice’ that includes women of color groups but it also includes some other groups that reach out to new communities or leaders that are not necessarily women of color.”

Another indicates that their grant tracking captures the populations targeted by their grant but not grantee partners’ leadership itself.

- ▶ “We track ‘what are the targets of the grantmaking’ rather than ‘what is the organization,’ which is a little different. I can check off African-American women, so the categories are like African-American women, Hispanic women...”
- ▶ “I think it depends on how you look at it. For example, if you look at the women of color funders who are putting money into it, you could probably make the argument that you are redistributing. But in a lot of cases, funders were able to get money from different parts of their foundation that they hadn’t before, such as public welfare.”
- ▶ “I think there are quite a few that it didn’t come out of their regular reproductive health grantmaking budget. So to that extent...it actually leveraged more resources from their foundations.”

It is evident from these interviews that grant tracking approaches vary widely among foundations, from those employing a very simple, informal tracking categorization to others relying upon a more complicated system that aligns with their foundation’s strategic priorities. Establishing a process that will allow Catalyst and others to measure changes in philanthropy’s financial support for women of color-led reproductive justice organizations will not be a simple feat and will require Catalyst leaders to continue thinking creatively about this objective and its possible approaches.

Many national funding partners are already discussing women of color-led reproductive justice in staff meetings and other internal foundation communications.

Many of Catalyst’s national funding partners are discussing women of color-led reproductive justice organizations within their staff meetings and through other internal foundation communications.

- ▶ “We have been discussing issues of diversity within the foundation. We have not specifically been discussing women of color-led reproductive justice in our foundation. Maybe Catalyst has stimulated a bit of conversation in that we leveraged resources within the foundation allocated for diverse and underrepresented populations for

Catalyst. I would say that this was more of a convergence. It would be a stretch to say this has caused it. It's too early."

- ▶ "It's funny because it's really tracked [within our foundation], not because of Catalyst but it has happened parallel to Catalyst and that's why we felt that Catalyst was such a valuable mechanism for us to be involved with. It was one more step that we could take...the right mechanism at the right time...we were ready and it gave us a way to funnel the support and to learn more about what the needs are and what reproductive justice really means on the ground."
- ▶ "I don't think Catalyst has necessarily increased or decreased it. I think we're highly cognizant of the challenges that women of color face with respect to reproductive justice and justice in all forms. I would say also that in the conversation and the discourse around 'What is reproductive justice, and is it different than reproductive health and rights? What does it mean for grantmaking? What does it mean for programs on the ground?' Catalyst has given us a new set of questions. I don't think our level of conversation about the reproductive health needs and priorities and voices of women of color has changed. We always spent a lot of time amongst ourselves talking about it. The question of 'what does this new framework mean and what does it look like' perhaps has been elevated."

It is still too early to see if Catalyst is significantly increasing interest among national funders in grantmaking to women of color-led reproductive justice organizations. It is however, increasing levels of giving.

To date, Catalyst has attracted funders that have a history of funding reproductive justice and women of color-led work, as well as those that have not done significant grantmaking in this area. Many view Catalyst as another mechanism for extending their reach. For these foundations, Catalyst is not necessarily increasing their funding intentions but appears to align or converge with intentions already held with the result being higher levels of giving.

- ▶ "I would not say [that Catalyst contributed to our interest in funding these organizations] within our foundation because I think our foundation was in a pretty good place to begin with...I think we were already moving. We give overwhelmingly to funding mechanisms that support women of color-led organizations so this was another nice thing. It actually was harder for me to make the case for Catalyst just because for us it was more like 'oh, and here's another one' as opposed to 'oh, here's an opportunity for us to start working on this.'"

Several Catalyst funders do however express their current and future commitment to supporting reproductive justice organizations that are led by women of color or that target communities of color.

- ▶ "We just made a review of our program and we made a couple of large decisions about things we are not going to fund, but one of the things we are particularly interested in is

reaching underserved communities, so by that definition it would include women of color groups and low-income groups.”

- ▶ “Our reproductive justice grantmaking portfolio orientation is around that anyway. When I look at organizations I look to see if they are supportive of reproductive justice work, and are they using that enough as a lens? That is one of my benchmarks for evaluating an organization.”

However, funders caution that increased interest may not result in increased resources in the near future.

Several funders caution Catalyst about evaluating its success based on whether increased resources are directed to women of color-led reproductive justice organizations in the coming years. They highlight at least two external conditions that may impact future resource distribution, including current economic conditions that are resulting in reduced endowments and grantmaking throughout the sector, as well as a potentially inadequate local infrastructure to support the growth of women of color-led reproductive justice organizations throughout the country.

- ▶ “An external issue relates to the current financial markets because our reporting of our endowment is that it’s going down and you should expect budget cuts, so whether or not people really want to do funding in this area, I think all across the board our grantees might face cutbacks. They [external factors] are affecting everyone! And it may be disproportionately affecting these groups because they also may be newest to the portfolio. Sometimes newest is also ‘last in first out.’ That’s not a rule. Every place is different, and I think for us every grant and every strategy is different and considered based on its own merits, not just on its seniority.”

Another explains her concerns as to whether there is an adequate local infrastructure in place to support the growth of women of color-led reproductive justice organizations.

- ▶ “We’ve never been very clear about what the market is in terms of need, and in terms of whom among these regional funding partners would be engaged in it. I know some analysis was done on who the women’s funds in the region and the community foundations were out there, who was working on these issues, and who might be interested, but it still only gave an overview, and my understanding is that it is a bit of a struggle to identify good grantmaking partners. I feel like it’s a ‘be-careful-what-you-ask-for’ lesson. We want this community to be strengthened, but it’s a much smaller community than we might possibly be able to raise resources for, so how do we manage that? Do we continue to go ahead gangbusters raising money, which I think raises expectations among donors about effectiveness, when we have a community that is much smaller than can possibly absorb the funds that we might be able to raise? I say the jury is still out, because I think this is still being walked through. This is an interesting learning process for me.”

Catalyst integrates women of color leadership and/or reproductive justice into the strategic priorities of national foundations.

As earlier quotes illustrate, many of Catalyst's funders have integrated women of color-led reproductive justice efforts into their foundation's strategic priorities. This integration offers another indicator that philanthropy is growing its awareness and support of these efforts.

Another funder currently engaged in a foundation-wide strategic planning process, speaks to the attention being paid within her organization to the importance of women of color-led efforts.

- ▶ "I don't know for sure what the outcome is going to be from this strategic planning process because we still have another six months or so left, but I can tell you that at least at this stage, the presence of women of color-led work is very strong in the current thinking of the Plan, and I know that our incoming director is going to be very supportive of that."

Catalyst can foster changes in national foundations' boards' commitment to fund women of color-led reproductive justice organizations.

Catalyst is interested in engaging not only foundation staff but their boards as well in understanding and supporting women of color-led reproductive justice organizations, recognizing that long-term support is strengthened when there is full organizational involvement in the issue. Staff interviews suggest the complexity of this goal by showing that national foundations' boards have different roles and engagement with their organizational grantmaking. For example, one foundation staff member, when asked if she has observed any changes in her board's commitment to fund women of color-led reproductive justice organizations, explains,

- ▶ "I think our board is very, very removed from the daily operations of the program, and they get recommendations for grants and strategies and updates and all of that, but I would be surprised if they knew details about any particular grant. I think that is the nature of the size of our foundation and not about whether or not that reflects an interest or lack of interest."

Another funder describes a very different board engagement and attributes that involvement to a concerted effort on the staff's part to expose their board to women of color-led organizations through speakers and other strategies, as well as a changing climate in which more organizations are led by women of color.

- ▶ "I think that has more to do with the fact that there are more organizations and more women of color leaders out there who they [the board] feel confident and comfortable with. We bring speakers to speak to the board; we try to ensure that there are as many women of color as possible. We highlight grantees that are led by women of color, and there are just frankly more organizations that are led by women of color these days. When I was looking through our grant history for your survey I was thinking in the early 2000s we were really struggling—we wanted to fund women of color-led groups but it

was hard to find any that were doing policy work. And now it's definitely growing... and there are more mechanisms like Catalyst that give more exposure collectively to those organizations too."

Understanding these different foundation cultures will position Catalyst to develop and disseminate effective communications to the staff and board.

CATALYST COMMUNICATIONS TO PHILANTHROPY

Catalyst communications is an important tool used to increase the philanthropic sector's awareness and support of this Initiative and ultimately, of women of color-led reproductive justice organizations. Catalyst uses a variety of communication strategies to reach its funding partners and the broader philanthropic sector including:

- ▶ Disseminating Catalyst brochures and emailing initiative updates,
- ▶ Posting Catalyst-dedicated web pages on Tides Foundation website,
- ▶ Making presentations at affinity group and other philanthropy gatherings, and
- ▶ Conducting one-on-one outreach and discussions with individual grantmakers.

Many national funding partners appreciate Catalyst's communications, crediting Vanessa Daniel and Tides with doing a great job providing high quality information. At the same time, the national funders encourage Catalyst to be mindful of how it speaks about reproductive justice, recognizing that messaging is an important ingredient in engendering philanthropy's understanding and support of women of color-led reproductive justice organizations.

Keep the terminology simple and accessible.

- ▶ "The trick is to find some way to write in a language that is inclusive, not exclusive, and not limit yourself with too many contemporary political labels so you don't paint yourself into a corner where your potential funding community is too small for what you want to do."
- ▶ "Reproductive justice can be a very volatile term—you just say it and the room starts to vibrate. This is not to say, 'Don't use the words...' that's not where I'm going with this. But the Catalyst Fund demonstrates that it is broader than a woman's right to choose. Not that a woman's right to choose is not important, but that it's broader than that. So that's the other case that needs to be made in terms of getting funders to tackle those issues."
- ▶ "Make it as simple as possible."

Be conscious of the audience and frame messages sensitively and in ways that are most meaningful to them.

- ▶ "If you are at Tides and you're working on the Catalyst Fund, the question is, 'Who are you trying to communicate with?' If you're trying to communicate with program

officers in foundations that are or might be funding you, who are themselves, women of color, then that's what you want to emphasize. You want to emphasize that you share an agenda with them, you are doing reproductive justice work, and you are both struggling within your different realms to enhance the fraction of the dollar that goes to serve communities and organizations led by women of color. You want to use that terminology because you want to be recognized as doing the same work. If on the other hand, you want to reach funders who don't think in that frame, I think it probably doesn't help to really push that message. Another message would be more easily understood. That leaves Catalyst trying to figure out, 'O.K., we're both and we'd like to get money from both kinds of funders. While it's really handy that we have a sister over here in XYZ Foundation who really gets it because we're on the same page with her, we can speak the language, we're used to speaking and if we don't speak that language we won't get a grant. So I mean, it's easy to speak it, let's speak it' but over here, we have somebody else and they don't speak that language. What language do we use with them? How do we not get schizophrenic, and how do we not have two annual reports or two sets of marketing materials, et cetera?"

- ▶ "There are examples around being able to move people forward into new behaviors, new practices, and new awarenesses without making the folks whose behavior you are most trying to change wrong. Making them into people who can continue to feel a lot of self-respect and empowerment takes a lot of skill, a big heart, a lot of compassion, and a big vision. Those people, I find, are relatively rare."
- ▶ "Create a structure around the storytelling. Find a way to capture the most useful information could be helpful to the Catalyst Fund."

Be mindful of the need for long-term financial sustainability of women of color-led reproductive justice work that will live beyond Catalyst.

- ▶ "I think of Catalyst as an educational vehicle. It's important to think about the long-term sustainability of funding for women of color-led work, regardless of what happens to Catalyst. For some funders, this is the first grant they've ever given to this area and it might be the only grant, if they don't learn enough to stay in it."

CONCERNS ABOUT SUPPORTING CATALYST

Although generally positive about the Catalyst Fund, funders bring up concerns about the longevity of the Initiative, in terms of resources, new funder engagement, and sustaining interest among current funders.

The Catalyst Fund is a complicated initiative to understand.

- ▶ "Lots of parts of Catalyst just seem extremely complicated to me—the different layers, the cost, the amounts of money that's raised, and the amount of money that is actually going out. It feels to me like a very cumbersome fund but maybe it's just so different from the way we do our funding here and it's something that I do just not fully

understand. I'm just trying to understand where that money goes. If two million dollars are raised this year, where is it going? It isn't like there are that many organizations out there that are really ready, and so it just seems like there is a lot of overhead cost to pull this fund off. It just makes me nervous about the future. Will it be easy enough to sustain that level of funding for such an expensive fund? Could that money be better used in funding groups directly without all these different layers? I don't know."

Reproductive Justice is a difficult concept to communicate.

- ▶ "My concern is that it's still tough to explain what reproductive justice is, particularly to a board that's not in the field at all where the nuances are very difficult for them to understand. That's the hardest part. How do you break it down? How do you make it very simple? How can you really make it connect it to people who aren't in this work? I think that's probably why the board is really interested to see how much money it raises because that's pretty tangible. They can get that part. I think it's really about language and how to communicate it as simply as possible. That's really important I think. Also, obviously, the value of women of color-led is important. I think they understand it, and they probably get it to some degree. Everybody knows what reproductive rights are, but when it comes to reproductive justice—what is it? It's too complicated to explain."

Funders express concern that philanthropy's interest in Catalyst will wane in time and the lessons learned will not be institutionalized before the interest recedes.

- ▶ "This is a project of some duration, but at some point it too will go away. So, what is very important to me is that somehow this effort, these concerns, these priorities, become a part of the life of the ongoing philanthropy/foundation community. If they don't then we will just wind up in a situation where five to ten years from now we get to do this all over again. I've revisited some issues many times before. This is one of those. I'd love this time for us to institutionalize it so I don't ever have to revisit it again, and we get to move on to do some other things. We need to ask, 'Who are the people at the table who make decisions in foundations?' That is part of the way that that gets institutionalized. It has to be a commitment on the part of the foundation, so it somehow has to be part of the mission and the goals. It can't be one of these generic kinds of 'we feel good about the world and we hope it all works out in the end.' It has to be something very specific. We have to put money where our mouth is. So, foundations have to fund it."
- ▶ "Another challenge around Catalyst is that these collaborative funds are sexy for a few years and then the enthusiasm wanes sometimes."

Matching fund mechanisms are good ways to engage local funders but may not sustain their interest once the matching funds end.

- ▶ "My one concern is from my experience with being a grantmaking partner on other initiatives. The national funders have come in and asked local funders to match money

and raise new money, but the energy often only exists while there is matching money on the table. When that match goes away, I have concerns that the grantmaking partners are going to have a hard time and be distracted by it. I think a lot of people use matching funds as a way to get grantmaking partners interested. There's always a carrot dangling in front of them, so they're going to put energy where there's money. I don't really know how to deal with that other than to keep Catalyst going for a while, for long enough so that they really build a deep donor pool that cares about this stuff. At least five years. Give them time to build up and establish relationships with the grantees. I think that is really important. If you get a local donor who is contributing through her Women's Fund and she has a chance to really meet the grantee organizations and understand what they're doing and build personal relationships, then if the match goes away she will continue to fund them."

STRATEGIES TO BUILD NATIONAL FOUNDATIONS' SUPPORT

There is a strong desire among national funders to learn even more from this initiative. They want to understand whether and how Catalyst's collaborative funding model is effective and what resources are leveraged through this funding mechanism. They want to learn more about the women of color-led reproductive justice organizations doing the work on the ground, the strategies they are employing, and what successes and challenges they are experiencing through their efforts.

Additional support or tools that the Catalyst Fund could provide to the foundations to help increase their institutions' support for women of color-led reproductive justice work include deeper, more informative communication; expanded engagement of new funders; and using evaluation for ongoing reflection and shaping of the work.

Deepen Communication

The funders are interested in the Catalyst Fund helping to shape the dialogue as well as to create meaningful opportunities for their own engagement. They offer the following recommendations for engagement:

Facilitate a learning community.

Whether in person, by teleconference, or online, some national funders believe bringing the Initiative's stakeholders together to share lessons and strategies would build their capacity.

- ▶ "I think that part of the Catalyst Fund is creating or fostering a community. I mean, sometimes you don't need to foster a community about some funding area because people know each other. But in this particular arena and because it's now emerging and there's interest among different players, I think that's a valuable aspect to it. Maybe it's just thinking about ways to make community and learning even stronger without making it a full-time job. I imagine it's going to involve seeing people in person, because nothing beats meeting and hanging out with people in person. There's nothing to say that it couldn't also be done virtually. There is a variety of things needed, such as a

telephone update about comparing different strategies in different states to do X, Y, or Z. Gathering that information is different from really getting to questions like, ‘So, tell me what it’s like for you to be on the ground doing your work? What are your challenges?’ Those questions are not as easy to talk about in a teleconference.”

- ▶ “There would be a good many of people that would value this as a learning community, if that were built into the process.
- ▶ “It would be great to build a learning community among donors, implementing grantees, and grantmaking partners. They need to get the models out there. They need to look at things that worked and didn’t work. They also need to get leadership and voices on the table and learn from it.”

Host face to face convenings.

Convenings offer a structured format for the occasional sharing of information and insights within and between stakeholder groups.

- ▶ “Host face-to-face convenings of funding partners alone or with grantee partners to further expose donors to the work that is being done on the ground and the outcomes resulting from these efforts.
- ▶ “I think the other way to engage or share information is figuring out appropriately how to conduct gatherings or convenings of the partners in the Catalyst Fund or the recipient groups. Also, Catalyst should help find a way to connect a donor to those gathering or convening. I’m 30,000 feet up and I’d really like to know what’s happening on the ground, but it’s going to be hard for me to go and chase those people down and talk to them. But if they were already meeting and if we were invited to attend some part of it, that would be a nice way to get information in a different way experientially or directly rather than it having to be written by Vanessa.”

Host conference calls or webinars to foster information exchange.

Less resource-intensive than in-person convenings (in terms of money and time to organize and attend), webinars and conference calls can be used to bring together national funders and grantmaking partners across the country to discuss their experiences and expectations.

- ▶ “The one thing I might suggest going forward is the session Catalyst hosted at the Women’s Funding Network, where a number of representatives from the partners were there. It was just fantastic! I think as committed as we were to this, we didn’t get it until we saw it with them. I know it isn’t possible to do that for every funder, but I would like Catalyst to host one or two conference calls or webinars with local partners and grantees, or something like that. I guess one piece that I was really pleasantly surprised by was hearing the grantmaking partners’ talk about how it was really easy to raise the matching funds. Hearing them say, ‘This approach was fantastic for us and we had no problem,’ was shocking actually! I think it would be great to find a way to get that out there, and if it has to be by phone, so be it. Or if there are other ways to do that then that would work too.”

Periodically highlight Catalyst’s progress and impact.

The national funding partners would welcome receiving periodic progress updates from the Catalyst Fund that capture initiative benchmarks, grantee progress, and information linking Catalyst to current issues.

- ▶ “It would be helpful in the future to have just an update of how things are going, like a progress report. The simpler the better. Some of the reproductive justice stuff has a lot of jargon and is hard to understand. I’m sure there are benchmarks that Catalyst is wanting to target. The update could be sent twice a year, whenever there’s a particular milestone, or tied to something that is important.”
- ▶ “Maybe we can get an email every six months that shows a dashboard with progress such as, ‘We’ve made this many grants to these many people in this many states.’ Getting a handful of little statistics would give us a sense of, ‘Oh, it looks like we’re 20 percent of the way there.’”
- ▶ “Some kind of regular communication—maybe every four to six months, some success story—to give people a sense that they have a stake in something and that there is some progress being made. The success stories about Catalyst could be about the match, the women’s giving circles, or the philanthropic success. Telling us success stories, in very simple ways, so that people keep that story in their head I think is really helpful. It also helps you get your head around what’s going on.”
- ▶ “Definitely having feedback down the road. In the next year, it would be great for Vanessa to come and give some feedback, perhaps with the evaluator, about how things are going, what’s being learned, what’s not working, and adaptations that have been made.”
- ▶ “At an appropriate point, I would like to go see the work somehow. Maybe a convening, or a site visit— just something that doesn’t burden the grantees. Figure out some way to touch and feel, and be part of the work indirectly.”

Expand Engagement

Link reproductive justice to other intersecting issues.

Long-term sustainability of women of color-led reproductive justice efforts is predicated upon growing these organizations’ base of financial supporters. Currently, most of the Catalyst funders are contributing to reproductive health, rights, and justice groups. In order to expand beyond this current constellation of grantmakers, Catalyst should develop one-page fact sheets or other communication tools that help funders understand reproductive justice through their own lens, whether it be the intersectionality of reproductive justice and the environment, or health, or human rights.

- ▶ “The philanthropic sector is so ‘siloe’d’ to Reproductive Rights. There’s advocacy education, there’s health, there’s human rights. It would be interesting if there were very easy one-pagers on the connection between each of those areas, because I’m

assuming many of us have multiple hats, even to other affinity groups. I think the more communication the better, but it would be interesting to see how reproductive justice connects with reproductive rights or how it connects with poverty or education. Each of them has huge affinity groups. A one-pager is necessary because in most people's daily lives, they aren't thinking, 'So, how do we make reproductive justice into a family lexicon?' That's what needs to happen—something that does something."

- ▶ "Catalyst could provide some linkage to what they're doing regarding healthcare issues so that health funders see the dots and how they connect more clearly. For funders who fund other things, it may be the same issue. We [the other funders] should be reaching for them, so that's our fault. But since [Catalyst] is doing the work and can naturally see the connection, they can just put it in front of us so we can deal with it. Some of those stories just make the connection very strong. So that's part of what they need to get in front of us in addition to any reports, research and all of that."
- ▶ "There is growing attention to disparities in health care and youth outcomes. That may be an opening into these other affinity groups. If reproductive justice groups can see within their own theory of change, learn how to talk about reproductive justice using a disparities frame that addresses improving equity, and address disparities, then they might recognize that they are driven by the same engagement strategies. This might be a way to reach a broader audience. If reproductive justice groups talk to health funders about health inequities, this might be helpful. To what end does awareness of reproductive justice as a lens bring, if we're really talking about disparities? The social and economic justice frame is what brings people in. When it gets to reproductive justice, it may begin to narrow it too much. How do we build a more inclusive approach and engage with communities that are affected?"

Strategically reach out and foster one-on-one connections with funders new to or unaffiliated with reproductive justice.

National funders have suggestions for how to heighten interest in Catalyst among new potential funders, including attending affinity group meetings, developing and distributing tool kits on reproductive justice, and communicating the benefits of participation to program officers.

- ▶ "There's a certain value in doing presentations in other affinity group meetings, but I think there is nothing more valuable than personal interaction. Finding ways to or inventing mechanisms for following upon on presentations, such as having a buddy in another field. Catalyst is a nice mechanism. Having an easy mechanism for a curious program officer to test the waters is a nice thing. In addition to the capacity issues, other things that would help are giving us some outcomes, impact information, and one-on-one contact from other funders. Catalyst should invite people to come to the Women of Color Working Group meetings, not the Funders Network meetings, which are too big for this particular purpose. The meetings should have special reasons. It's our own organizing effort, and it's our community organizing effort. That needs to be

much more one-on-one and less, ‘Come to a big conference with canvassing and get out the vote.’ You identify good prospects and then you work them.”

- ▶ “You’ve got multiple efforts going on, and it may not necessarily need to come out of Catalyst per se. Look at putting together a tool kit in order to adequately lay out reproductive justice for a colleague at the same time. You’ve got organizations like Asian Communities for Reproductive Justice who have developed tool kits for nonprofit organizations or have already created a training module for funders.”
- ▶ “It was interesting in the Grantmakers Without Borders convening. A grant maker said, ‘Oh, what we would most be interested in is more information,’ and my feeling is everybody’s going to say they need more information. What we do for a living is process, sort, and triage information. That’s what a program officer does. They’re all going to say they want information, but the fact is that you need to identify who your live fish are. If you want to increase grantmaking on something, identify who in that vast sea of people who say they want information are really prospects. I think that requires much more personal interaction. I think Vanessa has probably seen that in terms of fundraising for Catalyst, where the movement has been in places where we have really gone and it is the strategy they used. We all got assigned foundations that were our responsibility, where you went and knocked on the door and said, ‘How can we talk about this? Can I organize a meeting with me, Vanessa and you?’ Or, ‘Your neighbors are giving to Catalyst, aren’t you?’ That has really helped.”
- ▶ “I would like to see Catalyst working through the grantmaking partners and then, maybe even doing more education in their communities, but also thinking about other communities like regional affinity groups. For instance, we have a Colorado association of funders and they are always looking for program ideas. So, once Catalyst has an annual report or can talk about the impact of its work, it would be great for them to come and do a presentation in Colorado or within the regional affinity groups.”
- ▶ “There should be ongoing dialogue of the framing of the work. It should be sensitive to how different foundations could frame this. What needs to be pulled forward? Thinking specifically within the philanthropic sector.”

Clarify and simplify the Catalyst Fund structure.

- ▶ “My totally honest opinion is that I think Catalyst is a vehicle for creating this initiative, getting people on board, creating a tool for donor education, and doing all of that is very positive. The structure itself is complicated, and people get lost. One of our board members who met with Vanessa and totally loves the idea of what we’re funding couldn’t even understand all the different tiers—Are there Tier One funders and Tier Two funders? It was way too complicated and indirect for him. That’s just an example of someone who is, in theory, a good ally and wants to learn this. It’s a lot of administrative work and a lot of layers before you get the money to the groups on the ground. A simple way of explaining the granting would be important.”

Utilize Evaluation for Ongoing Reflection and Design

Conduct useful evaluation and reporting tools.

- ▶ “The evaluation has to keep the bar high and let it be whatever it is. It will be useful and good. If we don’t see a 100 percent match then that’s O.K. Keep standards high. Two to three years is a modest timeframe, and we can’t over-project what we’ll be able to see within that time.”
- ▶ “I think it will ultimately come down to the ability to report on what it’s doing, and then the ability of the recipients and the collective group. All of us are responsible for making progress too, but are we on the road to making external changes in the world. If I were to have to report, ‘Well, this group now has better finances and a better fundraising plan,’ in the absence of being able to provide some mission-related accomplishments, that would be a challenge.”
- ▶ “I think the evaluation is fantastic. I think that will be a great tool. I think about stories which we already talked about. I believe strongly in the story.”

WHAT IS CATALYST’S ROLE IN FOSTERING GREATER PHILANTHROPIC SUPPORT OF WOMEN OF COLOR-LED REPRODUCTIVE JUSTICE WORK?

There is greater visibility of women of color-led reproductive justice organizations within philanthropy. Some, but not all, funders believe this can be partially attributed to Catalyst. And while most of the foundations funding this initiative have been engaging in these discussions independent of Catalyst, quite a few recognize Catalyst as providing them with a new framework for discussing race and gender, for discussing the contributions of women of color-led work in the reproductive justice field, and for stimulating conversations about how best to evaluate this important social change work.

Women of color-led reproductive justice organizations are more visible—in affinity group discussions, panels, and workshops.

- ▶ “First, I consider this a concerted effort by the Women of Color Working Group, being very effective at getting reproductive justice and also, women of color-led groups in prominent positions at our Funders Network meetings, participating in panels, in workshops, etc. Also, through the emails, now people are exchanging success stories of women of color-led groups. It’s a much more prominent discussion among funders about the role of women of color, and people are starting to take note.”
- ▶ “Women of color are speaking more and playing a larger role on meeting agendas for affinity groups.”

Women of color-led reproductive justice organizations are gaining greater recognition, respect, and in some cases increased resources.

- ▶ “There are several more organizations, and some are really standing on their own. Their names and their work are coming up more organically, and it’s not because some of us are pushing it and making sure that they’re getting that kind of visibility. They’re getting the visibility on their own merit, and that’s very, very exciting. It’s still not many organizations, and that’s a little disappointing. But it’s more than there were before, and it’s good work, too. It’s just that it feels a little different than what’s been done historically.”
- ▶ “There are a handful of breakout groups that are now moving on to the dockets of some of the bigger, more mainstream funders. In a way, they are also an educational vehicle for those funders. It may be a group starting to fund the National Latina Institute and learning about what reproductive justice work means by funding them. Or for others, I think Catalyst is a good point of entry to fund money that goes a lot of places. You don’t have to hold the analysis, and you can trust somebody else to do that. I think that’s an easier place for a lot of funders to start, if they aren’t doing this already.”
- ▶ “We’re having an influence. There’s enough power now for groups to be calling the shots. This is exactly what we want to see start happening. There has to be a more diverse and strategic field where it makes sense. There has to be an actual discussion about when it makes sense for which groups to be out in the lead, not just to assume that the typical Washington, D.C. groups are going to be out in the lead.”
- ▶ “I see that funding for some groups is going up quite a bit, and their budgets—like National Latina Institute and California Latinas for Reproductive Justice—have really grown. I think that’s a sign of the confidence that people want to invest in them. I think, sometimes, it’s where people put their money as much as how much they talking about it. My sense is that these groups, in which people have confidence, are seeing their budgets increase.”

Reproductive justice is gaining more attention within philanthropy.

- ▶ “There’s definitely more attention to these issues. I think it’s healthy that the attention is not so isolated, like only people concerned about women of color should be over here. It’s threaded through so that if there are panels on a topic, like publicly-subsidized contraception, you’ll have representatives from different groups. I definitely like to see that it’s in everyone’s minds.”
- ▶ “I do definitely see a change. Among colleagues in the reproductive rights community, I think there’s a much greater awareness of reproductive justice and big to small funders understand it. I think growing awareness will last several years, like five or six years. There has definitely been a shift in thinking about reproductive justice in our affinity group-type meetings. It’s there and it’s in the meetings. I guess we see it much stronger in reproductive rights.”

Catalyst may not be creating changes in visibility of women of color-led RJ.

Some national funders are unsure of whether Catalyst has made a significant impact on the visibility of reproductive justice work and the voices of women of color in the field.

- ▶ “It’s always hard to know whether our Funders Network is representative in any way. It is somewhat of a self-selected group and while, yes, there’s a certain amount of diversity in the group—international issues versus domestic, west-east, big-small, et cetera—and while there certainly are different levels of interest, such as women of color issues in the group, it’s still a pretty progressive, self-selected group. It’s hard to know how to judge whether reproductive justice issues are pushing up in environmental grantmaking. Is that in any way related, or is it all just the same wave at the same time? What about grantmakers and health? I know health disparities are a big issue there. I’m wary of saying the philanthropic sector in general, even though I would sure would like that to be the case.”
- ▶ “We’re kind of a small foundation, but something I’ve noticed very strongly in the three-and-a-half years that I’ve been [here] and in philanthropy is the extent to which reproductive justice and women of color issues have been a focus within the broader reproductive health funding community. I don’t think the Funders Network, which many funders are a part of, is indicative of massive new streams of money going towards women of color-led organizations or reproductive justice work. But I have noticed, in a marked sort of way at meetings, that we have the conference calls that are convened, and the types of emails that go out. They are increasingly discussing these topics. Since I’ve only been in this field for a short time, I don’t know if it’s a continuation of a trend that began years ago. That’s what I’ve assumed. I don’t think it has just coincided with my arrival here.”
- ▶ “I see visibility as a parallel development, as the field has grown more aware of the need. It’s sort of chicken and egg thing. I think Catalyst probably came out as people started to realize we need to do more in this. At the Funders Network, there’s a pretty intense focus on trying to have women of color organizations represented and have young women on panels. It’s a very deliberate effort, so I haven’t seen that change. But I think that some of the same women who helped catalyze the Catalyst Fund have raised that awareness overall in the reproductive health philanthropy world. It is sort of mutually reinforcing.”

The capacity of emerging organizations is an important consideration.

While strong, leading women of color-led reproductive justice organizations have emerged, the movement is still comprised of many organizations that need to increase their capacity to be effective policy advocates. Greater capacity building is needed.

- ▶ “I would think that there are maybe a dozen organizations that are truly doing some real work and a lot of the others aren’t. Some are getting there, and maybe they will and maybe they won’t. I don’t feel like there are really that many that are really doing work

out there, really engaging communities around reproductive justice, and talking that talk. I still feel that it's a small number of groups. It's probably less than a dozen that are really strong. What I mean about strong organizations is not just that they have a big budget, but that they really do have a sense of two things: how to build an organization so that it's around for the long haul, and how to move the issues that they are identifying so they are really making an impact on policy. There are very few organizations that fall into that category. There are more now, but it's not as many as we wish there were."

- ▶ "There's a whole group of organizations that are ready to be moved onto the next level and they need resources. But they also need to build their capacity, and some of these groups are really ready now to build their capacity. Some are talking about it, but they are still a little clueless. It's interesting, because some groups, you would think, would be closer to that tipping point, but they're really not. Some of the groups think that what they really need is money to get themselves to that point, and it's really not money. The leaders need to have the skill or be able to lead the organization that way. Some of them just don't have it. I can almost make a list now, and I know in three years who is going to still be struggling with the same stuff, and who will probably have moved along and be doing fine. It's always interesting to get that sense early on."

FUNDERS' REFLECTIONS ON WHAT "SUCCESS" MIGHT LOOK LIKE IN TEN YEARS

Women of color-led reproductive justice organizations' perspectives are broadly embraced.

Funders would like to see that the way women of color-led organizations frame reproductive justice is heard by and resonates with individuals and groups throughout the country on a large scale. The ultimate goal is to build a reproductive justice movement that includes women of color—possibly along with non-women of color—in leadership, messaging, strategizing, and implementing an agenda that intentionally addresses the needs and experiences of women of color. New alliances between women of color-led groups and stronger state and local groups would help to bring about this new vision.

- ▶ "To me the greatest success would be that at the end of the day, when all this evaluation is done on women of color groups, the funders would walk away really understanding there's an added value beyond just diversifying or beyond just doing the right thing in funding these kinds of groups. The perspective women of color bring, the strategies they bring, their framing resonates with more people in the country. To me, that would be the 'best' thing, if the Catalyst Fund ends up saying, 'Wow, when we've evaluated these programs over the last ten years we've seen that many of the other mainstream groups are using these similar strategies, the same commitment to diversity, the same commitment to broadening definitions within this movement of these issues, and that it has really engaged many more people in this country on these issues in a supportive way.' To me that is the ultimate. It has to go just beyond

supporting women of color-led groups because, even though that is critical, really exciting, and wonderful, it's not enough, because not all of the groups are going to be women of color-led. You have many other groups that are actually multi-cultural, which we don't talk about very much. But they're absolutely important, so it will be interesting to see how those groups end up incorporating this type of framing and grantmaking."

- ▶ "I would hope that Catalyst surfaces innovative and effective practices and examples of how women of color-led organizations can help to drive some positive change—lead it and also build pretty effective alliances. They should make the language and rhetoric of reproductive justice come alive with concrete examples. Organizing and engaging organizations that have some impact and making it sustainable."
- ▶ "I want to see documented evidence that a broad range of groups have grown, that they are sustainable and funded by a wide variety of sources, and that their leaders are recognized as leaders. I want to also see that policymakers turn to these groups that we have helped fund, sustain, and expand. A while ago, I would have seen this work more as a pipeline to change the composition, messaging and scope, of existing national groups. If that happens, great. But, I don't see it as the top aim anymore. It's just as important that at the state and local level or in other sectors these groups strengthen and develop their own groups rather than being a pipeline for the existing national groups."

Women of color-led organizations are heard on multiple levels.

Funders would like to see that, with growing strength, women of color organizations garner respect as effective policy players whose agenda is heard and advanced at the local, state, and national levels.

- ▶ "I think success to me is that women of color-led reproductive justice groups are really seen as powerful and important players at whatever level they are working—local, state, national—and that conversations about policy on any level can't take place without their full participation."
- ▶ "It may mean for communities of color that the support of those organizations and women changes the very fabric of those communities in terms of really focusing on their issues by getting them on the agenda of their local, county, and state communities, getting them addressed through legislation and policy, and a whole host of other things. It may mean that they get to sit at leadership tables where their agendas, their issues, and their concerns are heard and dealt with. They get to be power brokers, which changes the whole dynamic."
- ▶ "It generates more strategic organizations at the state level or it increases the power of state-based groups where these groups have started to come together and have a national presence."
- ▶ "First and foremost, I would like to see these tiny organizations that had already been making significant enough impact to attract the attention, to mobilize a particular

constituency, and to grow to the point that they are able to more effectively collaborate with other organizations on issues that may not necessarily be reproductive health. It is happening. But I would like to see a broad coalition that has the capacity to act and react to policies that negatively impact the overall health of the community.”

Race and gender are discussed openly.

The intersection of race and gender is fraught with tension and difficulty in the U.S. Funders believe that the collective capacity of all who are engaged in this work will be liberated as a result of open discussions where women of color can address this dual issue.

- ▶ “If Catalyst is successful over time, it means that we’ve had that conversation, which is a difficult and painful one. We’ve worked through some of it, and that women—all women—can actually be in the same room focusing on a host of issues that may impact all of us differently; but, that we can arrive at an agenda that really makes sense, and that we are able to really acknowledge that whiteness does have some privilege in this country. We can’t assume that when we all walk into the room the same thing is going to happen to all of us. We have to work that through.”

There is significant, diversified, and sustainable funding and education.

Funders envision a broad reproductive justice agenda that is embraced by multiple types of stakeholders.

- ▶ “I would say three levels: one, they got a lot more money for the field than was already going there; two, it made the group stronger; and three, people that haven’t funded in this area started to and stayed with it. Also, start building a cadre of donors, of supporters, that didn’t exist there.”
- ▶ “It would be great if each women’s fund were committed to reproductive justice, and they were raising money for it. The next level would be community funds and foundations. If we could just get the women’s funds to really take on this issue, raise money for the field, and also to make reproductive rights a priority, instead of always being a stepchild. It’s a wedge issue. It would be great if more people thought about reproductive justice more. It’s about all of us, not just a certain segment of the population. It really is about reproductive justice for all individuals, boys, girls, men, and women.”
- ▶ “I think that means they have gotten the funding they’ve needed. They have the stability and the organizational capacity to be effective advocates.”
- ▶ “In ten years, I would hope that all of the women’s funds would support reproductive justice, really get their donors, and think about public education campaigns in each locale in this area. Maybe the lofty goal is to try to get a larger public education campaign around it.”

Reproductive rights becomes mainstream.

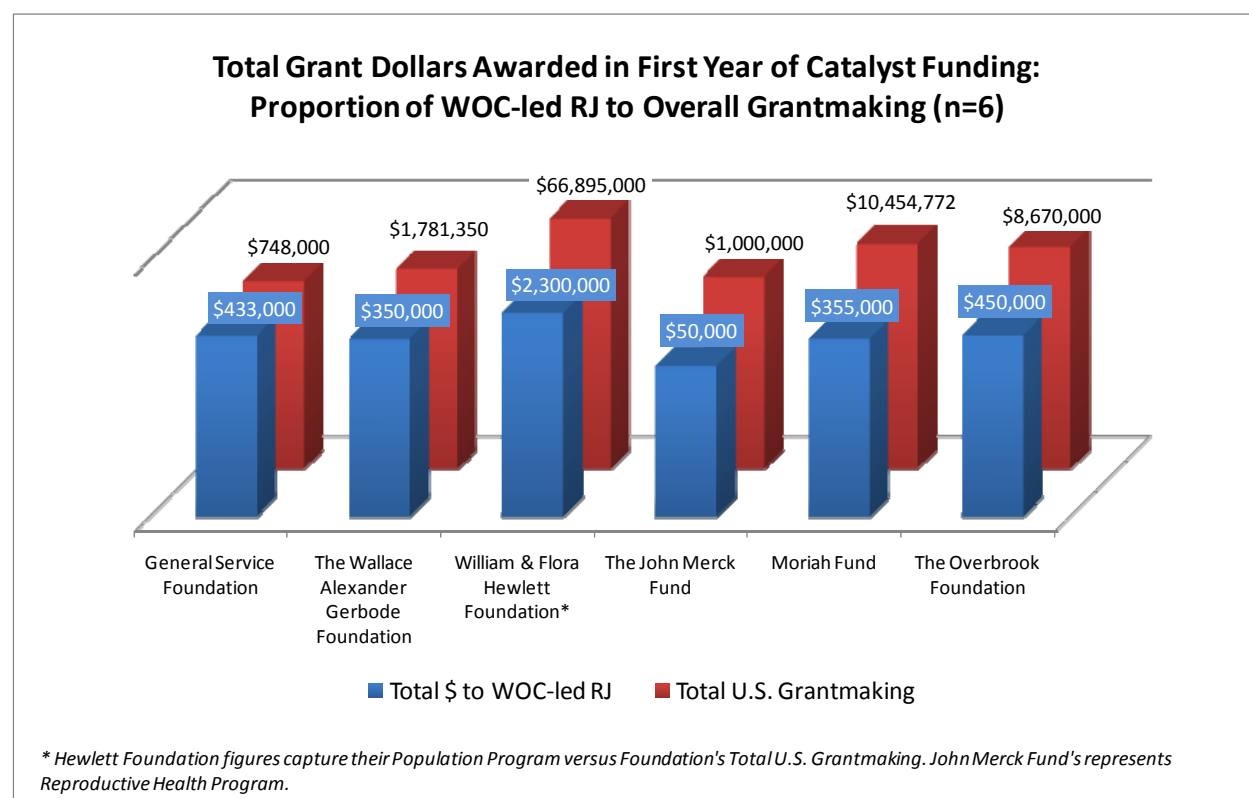
Of course, the ideal of those committed to reproductive justice work is that it becomes an accepted priority by all who work in social justice and policy advocacy.

- ▶ “I hope that this becomes a no-brainer. I hope that you support this kind of stuff, and it’s not just a little piece of your grantmaking, a special piece, or have a special name. I guess kind of mainstreaming maybe.”
- ▶ “Another sign of success is that it puts itself out of business. I hope this is a temporary incentive and it’s a mechanism for ramping up awareness, but that ultimately, this becomes a part of how I know anything about reproductive Rights. Reproductive rights becomes a basic element of work in this field.”

INVESTING IN REPRODUCTIVE JUSTICE

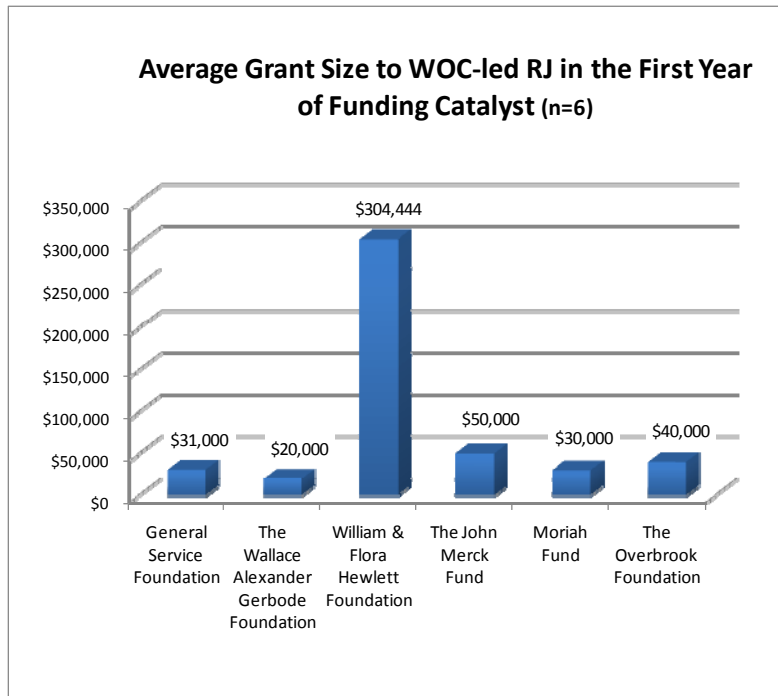
Catalyst seeks to stimulate increased support to women of color-led reproductive justice efforts. Results from a survey completed by six of Catalyst’s national funders captures grantmaking to women of color-led reproductive justice efforts in the year(s) leading up to Catalyst as compared to the first year in which they supported this initiative.²

Collectively, these six funders contributed \$3,938,000 to women of color-led reproductive justice organizations in their first year of supporting Catalyst. As shown in the chart below, this still represents a small percentage of their overall grantmaking.

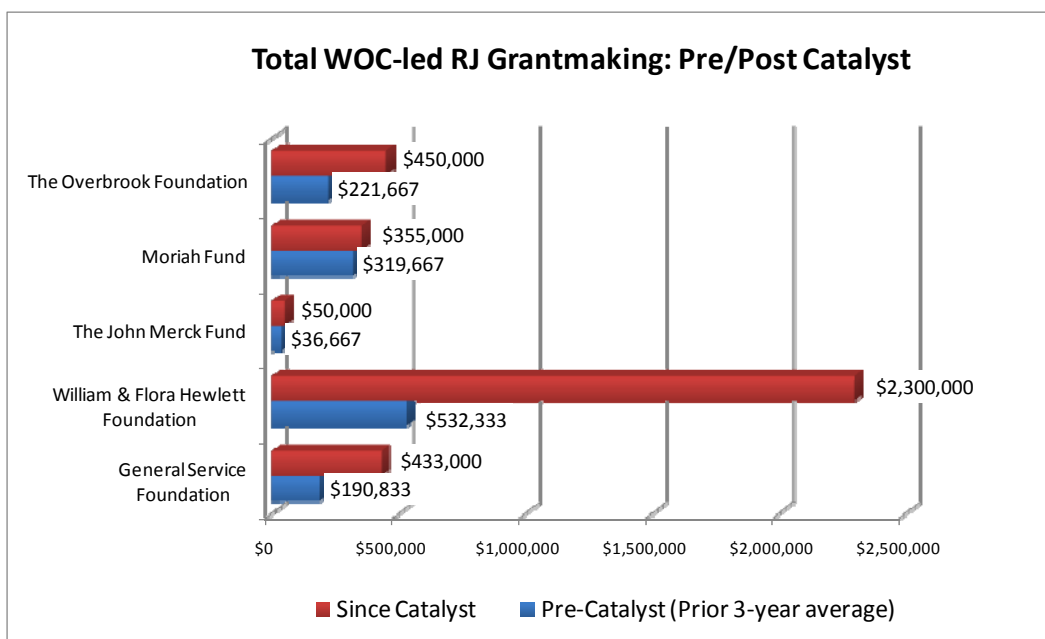


On the average, national foundations’ grants to women of color-led reproductive justice organizations ranged between \$20,000 and \$50,000. As a significantly larger foundation from the rest, it is not surprising to see the Hewlett Foundation’s average grant in the range of \$304,444.

² To better measure pre/post Catalyst investments, foundations were asked to report on grants to WOC-led RJ organizations in the three years prior to Catalyst as well as in their first year of Catalyst support (beginning February 2008).



Five of the national foundations completing the investment survey provided pre-Catalyst grantmaking figures, offering a baseline from which future annual analysis may be compared. The below chart shows that, all five of these foundations increased their grantmaking to women of color-led reproductive justice organizations between the three-year period leading up to Catalyst as compared to their first year investing in the initiative. Catalyst will continue to track investments in future years to determine whether there is a discernable trend in national foundations' giving patterns.



ENGAGING GRANTMAKING PARTNERS

In 2008, the Catalyst Fund launched its Initiative by awarding matching grants to eight local women's and community grantmakers throughout the U.S. These grantmakers, known as grantmaking partners in the Catalyst Initiative, are:

Women's Foundation of California	Women's Fund of Greater Milwaukee
Chicago Foundation for Women	Women's Fund of New Jersey
Women's Fund of Hawai'i	New Mexico Community Foundation
Women's Fund of Miami-Dade County	New York Women's Foundation

INTEREST IN CATALYST

Grantmaking partners choose to participate in Catalyst for many reasons. At the heart, is a shared commitment to the issues addressed by Catalyst including its resolve to create equity for women of color-led reproductive justice organizations. Catalyst deepens grantmaking partners' understanding of reproductive justice and the importance of women of color-led efforts. It allows strategic alignment of this work among funders who share a common interest and provides an opportunity for them to strengthen their fundraising and organizational capacity. Catalyst increases grantmaking partners' leadership on this issue and enhances their credibility. Catalyst provides grantmaking partners an opportunity to increase the capacity of existing grantees. And lastly, Catalyst's evaluation may bring greater credibility to their reproductive justice program, resulting in increased resources and support.

Did the Grantmaking Partners match their Catalyst Grant?

Each grantmaking partner was asked to match its Catalyst grant by educating new and existing donors about the need to support reproductive justice advocacy by women of color-led organizations. The

amount each grantmaking partner ("GP" in this report's tables and charts) received and the total raised in matching dollars are shown in the accompanying table.

The combined 2008 Catalyst grant amounts and

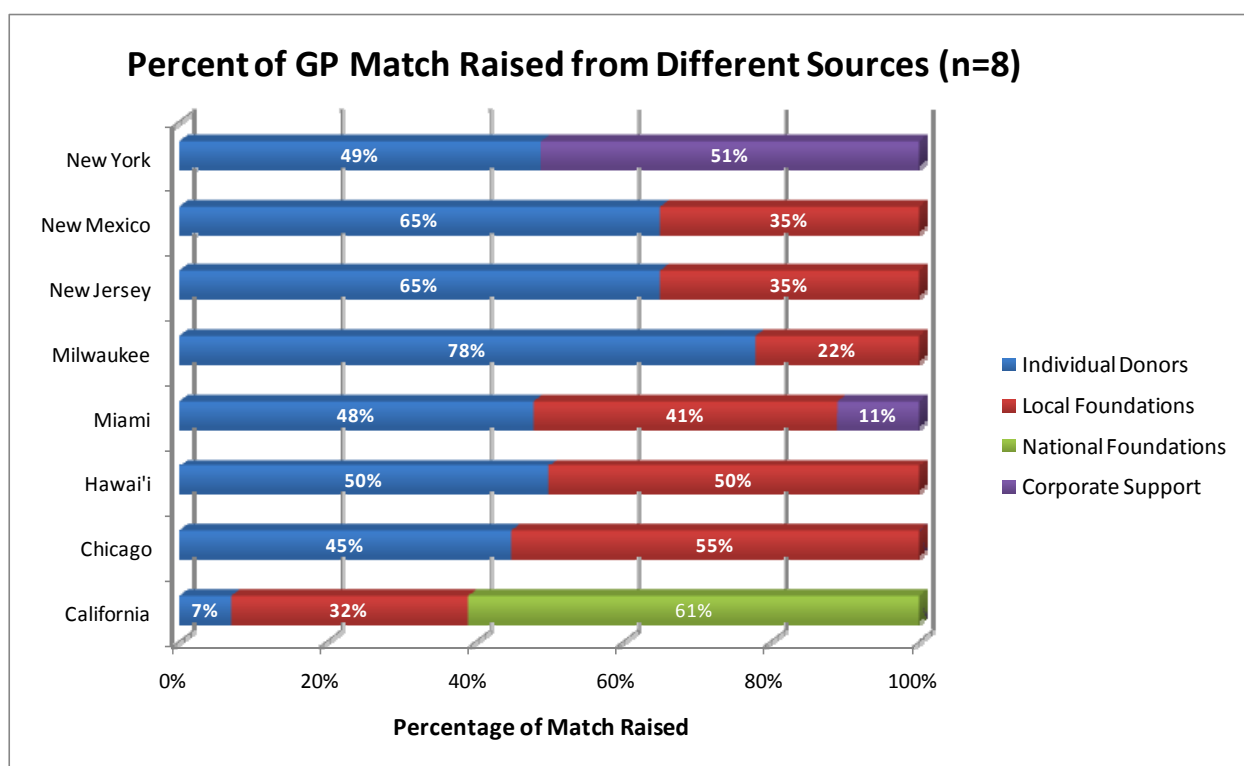
Total Dollar Amount the GPs Raised toward the Catalyst Match and the Percent of Each GP's Total Match	Catalyst Grant Amount	Match Amount	Match Percent
California	\$100,000	\$171,675	172%
Chicago	\$100,000	\$100,000	100%
Hawai'i	\$100,000	\$50,000	50%
Miami	\$100,000	\$85,000	85%
Milwaukee	\$60,000	\$75,000	125%
New Jersey	\$140,000	\$140,000	100%
New Mexico	\$100,000	\$100,000	100%
New York	\$100,000	\$175,300	175%
Total Catalyst Amount	\$800,000		
Total Match Amount		\$896,975	
Average Match Percent			113%

grantmaking partner matching funds total \$1,696,975, now available to women of color-led reproductive justice groups throughout the country. Six funds (or 75 percent of the grantmaking partners) met or exceeded their matching grant.

The Women's Fund of Hawai'i, saw its fundraising impacted by the leadership transition of their Executive Director and turnover of development staff. The Fund raised 50 percent of its match this year. A staff member says, "We expect to see more support from the local philanthropic sector in Hawai'i once our first round of grants have been announced in December."

The Women's Fund of Miami-Dade County, which raised 85 percent of the match, began its fundraising efforts later in the year and suffered the impacts of a declining economy as a result.

Grantmaking partners used a variety of strategies as they worked toward meeting their Catalyst match, including one-on-one donor meetings, e-appeals, donor circles, and house parties. Grantmaking partners single out one-on-one donor meetings, house parties, and a "donate now" button on their web-page as the most effective strategies for bringing donors in to the Catalyst program. (A table in the Appendix lists all their strategies and how many funds engaged in each.)



The grantmaking partners' efforts to meet their Catalyst match include reaching out to individual donors, local and national foundations, and corporations.

As the chart above shows:

- ▶ All grantmaking partners drew on individual donors, with all but one gaining 45 percent or more of their match that way.

- ▶ Most of the grantmaking partners complemented individual donor support by attracting grants from local foundations. Seven grantmaking partners drew on local foundations in varying amounts, with the Chicago Foundation for Women and the Women’s Fund of Hawai’i receiving 55 and 50 percent, respectively, of their Catalyst match from local foundations — more than any other grantmaking partner for that source.
- ▶ The New York Women’s Foundation garnered 51 percent of its Catalyst match from corporate support — one of only two grantmaking partners to report corporate support in its match.
- ▶ The Women’s Foundation of California is the only grantmaking partner to have received part of its match — 61 percent — from national foundations. With 32 percent from local foundations and only seven percent from individual donors, that grantmaking partner explains, “We have developed a plan specifically targeted at generating matching dollars from individuals for a renewal Catalyst Fund grant.”

Catalyst is interested in bringing new donors and grantmakers into funding reproductive justice. Twenty-seven (27) percent of the total Catalyst match amount (\$241,969 of \$896,975) was raised from new donors.* **Five of the grantmaking partners report that all (100 percent) of the existing donors and institutional funders giving to their Catalyst match were contributing to reproductive justice work for the first time.** In addition:

Three-quarters (75 percent) of existing donors and funders to the Women’s Foundation of California are new to reproductive justice.

Eleven percent of the existing donors and funders to the New Mexico Community Foundation are first-time donors to reproductive justice work. As they explain, “One donor who had funded teen pregnancy prevention before is now moving to a more cohesive plan” and understanding of the broader reproductive justice agenda.

Individual Donors

All eight grantmaking partners report that they reached out to close to 20,000 individual donors through various forms of communication. As a result, they brought in 487 individual donors for Catalyst Fund giving. The table to the right

Correlation between Communication and Number of Catalyst Donors	# of Donors Reached through Communications	Total # of Individual Donors	% of Individual Donors Targeted who Invested
California	4,000	16	<1%
Chicago	2,000	34	2%
Hawai'i	3,000	63	2%
Miami	6,000	74	1%
Milwaukee	14	7	50%
New Jersey	1,000	150	15%
New Mexico	25	6	24%
New York	3,500	137	4%
Total	19,539	487	2%
Average	2,442	61	12%

* Please refer to tables in the Appendix for details about these and all other figures discussed in the narrative.

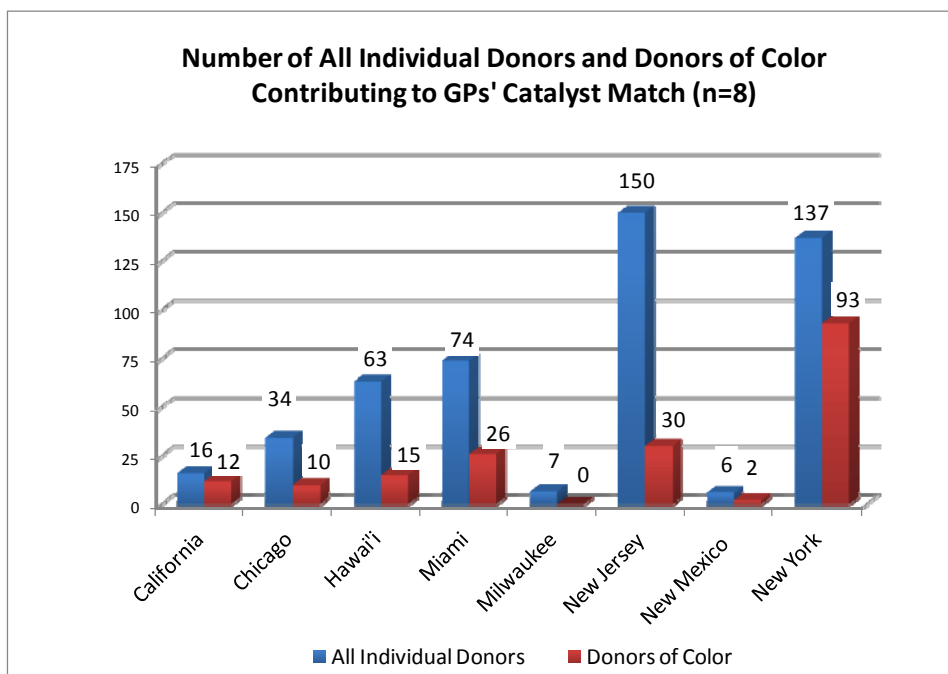
shows details about individual donors gained through each grantmaking partner's communications. Two funds seem to have found their communication efforts particularly effective at bringing in new donors: the Women's Fund of Greater Milwaukee, which reached out to 14 individual donors and saw seven (or 50 percent) of them give to the Catalyst match, and the Women's Fund of New Jersey, whose efforts yielded a smaller percentage of donors (only 15 percent of the 1,000 who received targeted communications), but a high number of donors — 150.

One measure of the strength of donor engagement is the amount of money each donor gives. By taking the portion of the Catalyst match that is attributable to individual donors and dividing that by the number of donors each grantmaking partner reports, it is possible to identify an average amount of support. The Chicago Foundation for Women (\$1,324), the Women's Fund of Greater Milwaukee (\$8,357), and the New Mexico Community Foundation (\$10,833) were able to raise the largest average amount from individual donors.

Catalyst grantmaking partners are building a base of donors of color to support women of color-led reproductive

justice organizations. **Of a total of 487 individual donors to the Catalyst match, 188 (39 percent) are donors of color.** The accompanying chart compares the number of donors with the number of donors of color for each grantmaking partner. While the Women's Foundation of California has a lower overall number of donors than several of the other grantmaking partners (16), the high percentage

of donors of color (75 percent) may indicate successful strategies to bring donors of color on board. The New York Women's Foundation, with donors of color composing 68 percent of their individual donor pool, also seems to have found notably effective means for engaging donors of color.



The grantmaking partners talk about the excitement and commitment of some of these donors:

- ▶ “The first ever women of color-hosted parlor party was attended by approximately 25 women of color. More than half wrote a check that night.”
- ▶ “Katixa Aboitiz (from Argentina) designated her first gift to the Women’s Foundation of California to match the Catalyst Fund grant. She believes deeply that the people who are most impacted by policies need to be the ones to effect change. Katixa was compelled by the matching gift aspect of the Catalyst Fund grant, seeing her gift as leveraging change.”
- ▶ “A young Asian American woman who gained her wealth from the dot-com boom increased her engagement with the Chicago Foundation for Women. She is most interested in activism. She felt that she could support communities of color through giving to the Catalyst Fund.”

Another sign of strong donor engagement is the involvement of donors in an advisory capacity around a grantmaking partner’s work. Five of the grantmaking partners, or 62 percent, report that donors are engaged with more than money, either through learning circles, advisory committees, or supporting a Catalyst-funded project. The New Mexico Community Foundation tells a story that highlights the kind of donor engagement inspired and supported by Catalyst:

- ▶ “The Catalyst Fund has helped us to leverage expanded reproductive justice support from donors who normally we would not have an opportunity to engage with in such a focused way,” including a 65-year-old Catholic woman, who broke with her church’s teachings on abortion after her daughter was raped. “This intelligent and conservative donor brought deep insight on messaging, donor circles, and her experience with the issue.”

“The Catalyst Fund supported us to more than double our total giving capacity. It has propelled us into a new phase of growth where we will be able to invest larger, more focused amounts on reproductive justice advocacy efforts led by women of color.”

– The Women’s Fund of Hawai’i

Did grantmaking partners increase their Capacity to support women of color-led reproductive justice organizations through Catalyst?

The Catalyst Fund seeks to build the commitment of grantmaking partners to support women of color-led reproductive justice organizations while expanding their capacity to fulfill that commitment. **All grantmaking partners report increased capacity to support women of color-led reproductive justice organizations resulting from Catalyst in several ways.**

“We have learned a lot through this experience about connecting with major donors and how to have a deeper relationship with them that benefits us all.”

– The Women’s Fund of Greater Milwaukee

Their feedback about the capacity-building impact of the Initiative includes:

Attracting Resources and Donors

- ▶ More successful fundraising efforts.
- ▶ Increased donor engagement (e.g., events and donor circles).
- ▶ Attracting new or deepening existing relationships with donors of color.
- ▶ Increased fundraising capacity.
- ▶ Increased number of donors.

Increased Focus

- ▶ Increased awareness and understanding of the work, beyond those staff directly engaged in Catalyst trainings.
- ▶ Increased discussion in staff meetings and grantmaking partner-wide communications about women of color-led reproductive justice efforts.
- ▶ Greater grantmaking partner-wide interest in increasing direct grantmaking to women of color-led reproductive justice organizations in the future.
- ▶ Increased communications materials highlighting women of color-led reproductive justice work, such as annual reports and board reports.
- ▶ Instituting new tracking of women of color-led organizations as a category in their internal grants tracking system.
- ▶ Greater integration of women of color leadership and/or reproductive justice in the strategic priorities of the grantmaking partner.
- ▶ Combining Catalyst with other grantmaking partner work, such as reports, grantee convenings, and previous support of women of color and/or reproductive justice efforts.

Broader Engagement

- ▶ Expanding dialogue and communication on this issue with donors, foundations, women-owned businesses, public partners, policymakers, and state departments.
- ▶ Deepened skills to educate individual and institutional donors about the strategic importance of supporting women of color-led organizations working on reproductive justice as a way to advance the overall movement for reproductive justice.

As a result of their increased capacity, the grantmaking partners were able to increase their grantmaking and technical assistance to women of color-led organizations working for reproductive justice in 2008.

Impact on Grantmaking

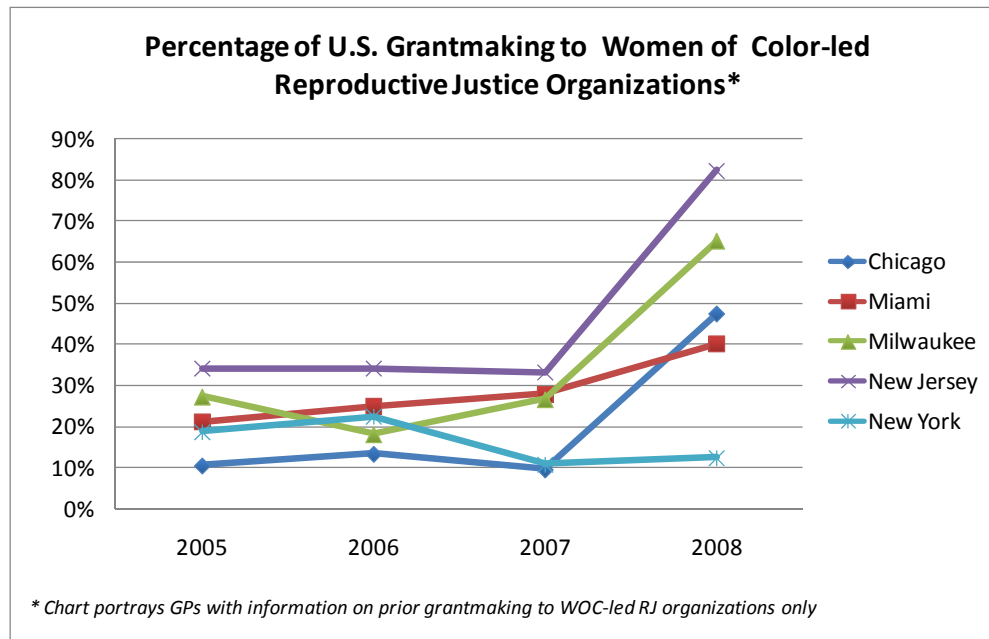
Five grantmaking partners say that Catalyst has already contributed to changes in their grantmaking. The Initiative enables them to do the following:

- ▶ Engage in a “more strategic approach” to grantmaking and prioritizing emerging organizations.

- ▶ Institute women-focused grantmaking pools, which facilitate tracking of grants and facilitate engagement of donors and foundations.
- ▶ Increase grantmaking to women of color-led reproductive justice organizations.

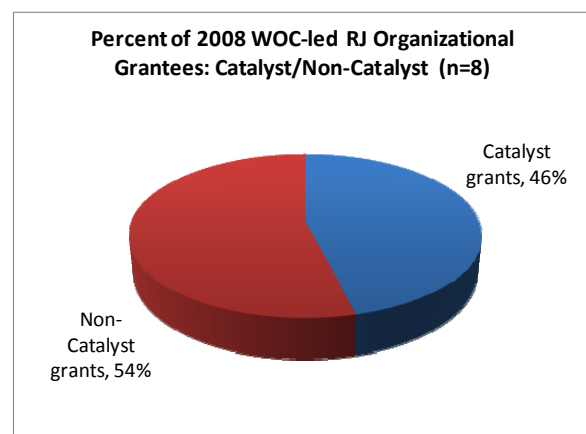
Data comparing grantmaking partners' grantmaking over time or comparing total grantmaking with that going to women of color-led reproductive justice organizations are not available for all grantmaking partners:

Because they do not award multi-year grants, the Women's Foundation of California and the Women's Fund of Hawai'i were not required to provide data before 2007; and the New Mexico Community Foundation only began tracking the ethnicity of the leadership of their grantees in 2008. However, as the accompanying chart shows, it is possible to compare the grantmaking of the remaining five funds over time.



All five grantmaking partners with 2005–2008 data increased their grantmaking to women of color-led reproductive justice organizations in 2008 over the previous year. The Chicago Foundation for Women and the Women's Fund of New Jersey show the greatest increases in their grantmaking to women of color-led reproductive justice organizations in 2008 as compared to their combined total over the previous three years.

Together, the eight grantmaking partners report that 46 percent of their grants to women of color-led reproductive justice organizations in 2008 were made with Catalyst funds. (See chart above.) In addition, 52 percent of total funds going to women of color-led reproductive justice organizations in 2008 (\$1,284,250 of the \$2,465,618) were Catalyst funds.



Six of the grantmaking partners have tracked *numbers* of grants to women of color-led reproductive justice organizations since at least 2007. **All of these grantmaking partners show an increase of 117 percent in the *number of grants* to women of color-led reproductive justice organizations since Catalyst began (from a total of 59 in 2007 to 128 in 2008).** Also, data show that the average grant size has increased 475 percent over those made in 2007.

Technical Assistance

All eight grantmaking partners indicate providing technical assistance to women of color-led reproductive justice efforts in 2008. Seven believe this is a direct result of participating in Catalyst. Examples of technical assistance delivered by grantmaking partners include:

- ▶ E-mail advertising about grantees' events to other women's and human rights organizations
- ▶ Fiscal sponsorship
- ▶ Meeting space
- ▶ Staff support
- ▶ Meeting facilitation
- ▶ Fundraising training
- ▶ Capacity-building convening
- ▶ Assisting grantees in using the RJ framework to reframe their own work
- ▶ Cross-issue learning collaborative with environmental justice and RJ grantees
- ▶ Peer-to-peer discussion groups for nonprofit leaders
- ▶ Technical assistance grants

Impact on Grantmaking Partner's Board Engagement

Strong board engagement is critical to increasing grantmaking partners' support of women of color-led reproductive justice organizations. All eight grantmaking partners believe that Catalyst has contributed directly or indirectly to changes they have observed in their board's commitment to fund women of color-led reproductive justice organizations. One grantmaking partner says, "This wouldn't have happened at all without Catalyst. It provided just the right incentive: resources!" Others cite the following ways in which Catalyst has created change at the board level:

- ▶ The Catalyst brochure and materials helped educate board members.
- ▶ Catalyst increased the visibility and significance of women of color-led reproductive justice issues with the board.
- ▶ The Catalyst grant helped the board by focusing on leadership training to a cohort of its membership organizations.

- ▶ The funding led directly to the board supporting women of color-led reproductive justice efforts and gaining an understanding of the long-term investment required.
- ▶ Catalyst is responsible for the growing importance of women of color-led reproductive justice topics at board meetings.

Increased understanding and involvement by the grantmaking partners are both factors in and results of greater board engagement. Each grantmaking partner gives examples of how its organization's understanding or involvement in supporting women of color-led reproductive justice efforts has changed since first becoming aware of Catalyst.

- ▶ The Women's Foundation of California cites Catalyst support as part of the reason for its renewed commitment to women of color-led reproductive justice.
- ▶ The Chicago Foundation for Women says it has improved its coding and tracking systems and that staff and board now participate in "more in-depth conversations about issues and trends in the reproductive justice movement."
- ▶ The Women's Fund of Hawai'i has been able to expand beyond simply awarding grants to facilitating a reproductive justice convening for potential grantees, which brought greater understanding about organizations' priorities and local needs.
- ▶ The Women's Fund of Miami-Dade County says, "Catalyst is 100 percent responsible for our Fund's new engagement in women of color-led reproductive justice funding."
- ▶ The Women's Fund of Greater Milwaukee says, "A few organizations that were barely on the radar before will likely get funding" from four newly available funding pools (made possible by an institutional matching grant).
- ▶ The Women's Fund of New Jersey has set up two advisory committees of "influential women of color," one for its Women's Policy Institute and one for its board to help it better understand issues and challenges of women of color organizations.
- ▶ The New Mexico Community Foundation has identified many new funding partners and explains, "It has been inspiring to learn much more about the work and leadership that grantee organizations bring to the table."
- ▶ The New York Women's Foundation has significantly increased funding to women of color-led reproductive justice organizations as a result of Catalyst.

Impact on the Field

grantmaking partners have seen greater attention being paid to women of color-led reproductive justice organizations within the sector since the start of the Catalyst Fund. Sometimes they attribute this to their actions resulting from Catalyst participation. For instance, the following increases in stakeholders participating in discussion, resource commitment, or decision-making are clear outcomes of a Catalyst grantmaking partner's activities:

- ▶ Being invited by a community fund to participate in a statewide roundtable discussion about reproductive and other policy issues.
- ▶ Meeting with an influential funder who “plans to facilitate more opportunities” for women of color-led reproductive justice work in the state.
- ▶ Receiving requests from several foundations, including a regional United Way, for a comprehensive list the grantmaking partner is compiling of women of color-led organizations in the community.
- ▶ Noting that the mission of a Governor’s Commission on the Status of Women’s Health Committee incorporates an abbreviated version of the Catalyst Fund mission statement.

At other times, they point out that a movement had already been growing, independent of Catalyst.

- ▶ Reproductive rights organizations had already launched reproductive justice initiatives.
- ▶ Greater diversity in leadership roles in social justice and philanthropic institutions increases the visibility of women of color-led reproductive justice organizations.
- ▶ There is more media attention to challenges facing women of color, including teenage pregnancy and poverty.
- ▶ The Center for American Progress distributed its report, *More Than Choice: A Progressive Vision for Reproductive Health and Rights*, which helped to launch the reproductive justice movement into the national arena.
- ▶ President-Elect Barack Obama’s platform on reproductive health is modeled on the reproductive justice framework.

VISION AND RECOMMENDATIONS OF THE GRANTMAKING PARTNERS FOR CATALYST

Grantmaking partners express unanimous commitment to the goals of the Catalyst Fund. They have changed practices, deepened understanding, and expanded the reach of the Initiative throughout 2008. They share their hopes and suggestions for the coming years:

At the individual and community levels...

- ▶ All women and girls have choice, access to quality healthcare, support for education, freedom from violence, capacity for wealth generation, equal leadership at all levels and a vital, effective network of organizations and community support.
- ▶ The disproportion in the rates of reproductive health problems between women of color and other populations are erased.
- ▶ Statistics reflect women of color being aware of their reproductive rights and responsibly making decisions regarding their bodies and health.

For resources...

- ▶ Institutional and individual donors recognize the importance of investing in women of color-led reproductive justice, increasing their support for this work at all levels.
- ▶ Donors of color increase their engagement and investment in women of color-led organizations.
- ▶ There is an increase in the amount of funding for the reproductive justice field, strengthened capacity in women of color-led organizations, higher visibility of reproductive justice issues, and more strategic work among women of color-led organizations.

For the movement...

- ▶ Increased ties between reproductive justice and a range of issues, including environmental health and justice and economic justice, lead to more strategic and leveraged investments in creating systemic change.
- ▶ Increased activism and advocacy capacity of women of color-led organizations to create a network of women working effectively for reproductive rights.
- ▶ Women of color are regarded as valuable, visible, and viable within the reproductive justice movement.
- ▶ Women of color-led strategy brings greater strides in the reproductive rights movement.

CATALYST TECHNICAL ASSISTANCE

Tides Foundation offers a technical assistance program to support Catalyst's grantmaking partners meet the match, raise the visibility of women of color-led reproductive justice work, and sustain increased funding to this sector overtime.

In July 2008, Korwin Consulting conducted telephone interviews with representatives from the eight current grantmaking partners to learn their impressions of Catalyst's technical assistance offerings and Tides oversight of this initiative, as well as benefits they have gained by participating in Catalyst.

TECHNICAL ASSISTANCE OFFERINGS

Catalyst's technical assistance includes in-person and phone-based convenings, a technical assistance toolkit comprised of grantmaking guidelines, reproductive justice reading materials, a website, a Google Groups listserv, and one-on-one fundraising coaching. In addition, grantmaking partners have access to individually-tailored technical assistance grants, and ongoing, informal support.

Catalyst Convenings and Trainings

Grantmaking partners appreciate Catalyst's in-person and phone-based convenings. The in-person sessions offer an effective strategy for launching the initiative and fostering connection among the partners, though they are more resource-intensive than phone-based convenings. Together, these convenings offer an opportunity for deeper reflection on reproductive justice, and an exchange of ideas and best practices.

The grantmaking partners are beginning to see the seeds of a learning community taking root among the cohort. At the same time, their varied institutional experiences and needs impact the benefits they may derive from these convenings—challenging Tides to find the right blend of offerings to meet the collective needs.

Other Technical Assistance Offerings

Catalyst's technical assistance toolkit offers a variety of fundraising, grantmaking and other communications templates and materials; reproductive justice literature; and extends fundraising coaching and access to individual technical assistance grants to interested partners. Many of the grantmaking partners cite instances of using these materials to further their Catalyst development efforts. One example, Tides offers grantmaking partners a semi-customizable brochure for use in their Catalyst fundraising. And although several grantmaking partners offer suggestions for improvements to the brochure process and future design, many agree that these are a great tool to disseminate at conferences and at meetings with prospective funders, and bring credibility to the Catalyst initiative as a whole.

RECOMMENDATIONS REGARDING TECHNICAL ASSISTANCE

Tides should continue to offer a blend of in-person and phone-based convenings, choosing the right format based on the objective of the meeting. For example, trainings might work well through a webinar format, whereas in-person convenings might best facilitate discussions and collective reflection. Ideally, Tides should provide opportunities for similar-sized Funds to converse when possible, and for greatest impact, consider how best to facilitate grantmaking partners' dissemination of Catalyst information to all staff within the foundation, extending Catalyst's reach beyond those participating directly in the initiative's convenings and other offerings.

TIDES OVERSIGHT OF THE CATALYST FUND

Catalyst arose out of the interest and leadership of the Women of Color Working Group of the Funders Network. As this commitment grew, members looked for a home for the Catalyst Fund and chose Tides Foundation in recognition of its strong administrative, grantmaking and financial systems, and a substantively knowledgeable programmatic staff. Tides has led Catalyst since February 2007, working closely with an advisory board of national and local foundations as well as women of color-led reproductive justice advocacy leaders.

National and grantmaking partners consistently praise Tides for its oversight of Catalyst, extending special recognition to Vanessa Daniel's leadership of this initiative. These partners appreciate Tides' equitable approach to the development and shared leadership of Catalyst, and for providing a model for other foundations.

To learn more about Catalyst's Technical Assistance Program, please contact Vanessa Daniel at Tides for a copy of the full TA evaluation report.

RECOMMENDATIONS

To strengthen women of color-led reproductive justice organizations...

- ▶ Provide ongoing support (either through technical assistance or funding) to women of color-led organizations to ensure the continuation of their efforts.

To deepen and broaden the impact of grantmaking partners...

- ▶ Provide more administrative resources for convening both donors and women of color-led reproductive justice organizations, which would enable grantmaking partners to increase their influence around the issue.
- ▶ Invest in communications strategies for all grantmaking partners to use that will continue to help them convey to potential donors and other stakeholders (policy makers, voters, community leaders of color) the scope and relevance of reproductive justice and the importance of the role of women of color as leaders in the movement.
- ▶ Strengthen grantmaking partners' capacity to evaluate their reproductive justice investment, including development of data collection tools, and strategies for supporting their grantees in evaluating efforts over time.
- ▶ Allow for local communities to determine their reproductive justice focus for grant giving, with the understanding that smaller grantmaking partners have unique challenges and geographic differences.
- ▶ Provide similarly-sized grantmaking partners more opportunities for networking and sharing strategies, successes, and roadblocks.
- ▶ Continue to provide opportunities for grantmaking partners to build on one another's capacity through sharing best practices and successful strategies for donor recruitment, resource development, and building grantees' capacity.

To build a stronger reproductive justice movement...

- ▶ Collaborate with other reproductive justice movement leaders, such as EMERJ, to continue disseminating success stories from the movement to other social justice groups, public officials, and the wider community—growing understanding and adoption of the reproductive justice framework.
- ▶ Convene reproductive justice organizations, philanthropic partners, and other key stakeholders to discuss Catalyst's evaluation findings and implications for the reproductive justice movement's strategic direction.
- ▶ Continue to build sustainable resources for women of color-led reproductive justice organizations.

APPENDIX

Tables:

National Funding Partners

- ▶ Number of Grants Issued to Women of Color-Led RJ Organizations
- ▶ Average Grant Size to Women of Color-Led RJ Organizations
- ▶ Percentage of Participating Foundation's U.S. Grantmaking to Women of Color-Led RJ Organizations

Grantmaking partners

- ▶ Catalyst Match: Dollar Amounts and Percentages Raised
- ▶ When Grantmaking Partners Met Catalyst Match
- ▶ Tools Grantmaking Partners Used to Meet Catalyst Match
- ▶ Sources Grantmaking Partners Used to Meet Their Match
- ▶ New and Existing Donor/Funder Amounts
- ▶ Existing Donors to Reproductive Justice for the First Time
- ▶ Communication Efforts and Donors/Resources Gained
- ▶ Average Dollar Amount per Donor
- ▶ Individual Donors and Donors of Color
- ▶ Donor Engagement
- ▶ Increased Capacity of grantmaking partners Resulting from Catalyst
- ▶ Other Changes in grantmaking partners' Understanding and Involvement Since Catalyst

Grantmaking Partners' Grantmaking

- ▶ Total U.S. Grantmaking
- ▶ Total Amount to Women of Color-led Reproductive Justice Organizations
- ▶ Percentage of U.S. Grantmaking to Women of Color-led Reproductive Justice Organizations
- ▶ Number of Grants to Women of Color-led Reproductive Justice Organizations
- ▶ Average Size of Grants to Women of Color-led Reproductive Justice Organizations
- ▶ Changes in Grantmaking to Women of Color-led Reproductive Justice Organizations
- ▶ Grantmaking Partners' Grantmaking: First Catalyst Year (2008)
- ▶ Catalyst and Non-Catalyst Grants
- ▶ Catalyst Impact on Grantmaking and Technical Assistance
- ▶ Changes in Grantmaking Partners' Understanding and Involvement and Board Commitment
- ▶ Observed Changes in Visibility of Women of Color-led Reproductive Justice Organizations in Philanthropic Sector

NATIONAL FUNDING PARTNERS

Number of Grants Issued to Women of Color-led RJ Organizations

Number of Grants Issued to WOC-led RJ Organizations	Number of Grants to WOC-led RJ Organizations		
	Pre-Catalyst (Prior 3-year average)	Since Catalyst	Change in investment
General Service Foundation	7	14	7
The Wallace Alexander Gerbode Foundation	N/A	15	N/A
William & Flora Hewlett Foundation	3	3	0
Moriah Fund	10	12	2
The John Merck Fund	1	1	0
The Overbrook Foundation	6	10	4
Sum of all respondents		55	

Average Grant Size to Women of Color-led RJ Organizations

Foundation's Average Grant Size to WOC-led RJ Organizations	Average Grant Size to WOC-led RJ Organizations		
	Pre-Catalyst (Prior 3-year average)	Since Catalyst	Change in investment
General Service Foundation	\$27,750	\$31,000	\$3,250
The Wallace Alexander Gerbode Foundation	N/A	\$20,000	N/A
William & Flora Hewlett Foundation	\$285,000	\$304,444	\$19,444
The John Merck Fund	\$36,667	\$50,000	\$13,333
Moriah Fund	\$32,000	\$30,000	(\$2,000)
The Overbrook Foundation	\$35,000	\$40,000	\$5,000
Sum of all respondents		\$475,444	

**Percentage of Participating Foundations' U.S. Grantmaking to Women of Color-led RJ Organizations
(Comparison: Pre/Post Catalyst)**

Percentage of Total U.S. Grantmaking to WOC-led RJ	Total WOC-led RJ Grantmaking		Total U.S. Grantmaking		Percentage of Total U.S. Grantmaking to WOC-led RJ		
	Pre-Catalyst (Prior 3-year average)	Since Catalyst	Pre-Catalyst (Prior 3-year average)	Since Catalyst	Pre-Catalyst (Prior 3-year average)	Since Catalyst	Change in investment
General Service Foundation	\$190,833	\$433,000	\$676,667	\$748,000	28%	58%	30%
The Wallace Alexander Gerbode Foundation	N/A	\$350,000	N/A	\$1,781,350	N/A	20.0%	N/A
William & Flora Hewlett Foundation	\$532,333	\$2,300,000	\$52,333,333	\$66,895,000	1%	3%	2%
The John Merck Fund	\$36,667	\$50,000	\$1,646,667	\$1,000,000	2%	5%	3%
Moriah Fund	\$319,667	\$355,000	\$8,775,205	\$10,454,772	4%	3%	0%
The Overbrook Foundation	\$221,667	\$450,000	\$8,014,030	\$8,670,000	3%	5%	2%
Sum of all respondents		\$3,938,000		\$89,549,122			

Catalyst Match: Dollar Amounts and Percentages Raised

Total Dollar Amount the GPs Raised toward the Catalyst Match and the Percent of Each GP's Total Match	Catalyst Grant Amount	Match Amount	Match Percent
California	\$100,000	\$171,675	172%
Chicago	\$100,000	\$100,000	100%
Hawai'i	\$100,000	\$50,000	50%
Miami	\$100,000	\$85,000	85%
Milwaukee	\$60,000	\$75,000	125%
New Jersey	\$140,000	\$140,000	100%
New Mexico	\$100,000	\$100,000	100%
New York	\$100,000	\$175,300	175%
Total Catalyst Amount	\$800,000		
Total Match Amount		\$896,975	
Average Match Percent			113%

When Grantmaking Partners Met Catalyst Match

When GPs Met Catalyst Match	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Did Not Meet Match
California			X		
Chicago				X	
Hawai'i					X
Miami					X
Milwaukee	X				
New Jersey				X	
New Mexico			X		
New York			X		

Tools Grantmaking Partners Used to Meet Catalyst Match

Tools the GPs Used to Meet Catalyst Match	Number of GPs Using this Strategy	Percentage of GPs Using this Strategy
One-on-one donor meetings	8	100%
E-appeals	5	63%
Donor circles	4	50%
House parties	4	50%
Donate now button on web-page	3	38%
Large fundraising events	3	38%
Approaching Leadership Councils led by women and women of color	1	13%
Direct mailings	1	13%
Dollar-for-dollar match check box on webpage	1	13%
Writing grant proposals	1	13%

Sources Grantmaking Partners Used to Meet Their Match

Percent of GP Match Raised from...	Individual Donors	Local Foundations	National Foundations	Corporate Support	Total
California	7%	32%	61%	0%	100%
Chicago	45%	55%	0%	0%	100%
Hawai'i	50%	50%	0%	0%	100%
Miami	48%	41%	0%	11%	100%
Milwaukee	78%	22%	0%	0%	100%
New Jersey	65%	35%	0%	0%	100%
New Mexico	65%	35%	0%	0%	100%
New York	49%	0%	0%	51%	100%
Average from Each Source	51%	34%	8%	7%	100%

New and Existing Donor/Funder Amounts

Total Dollar Amount the GPs Raised toward the Catalyst Match from NEW and EXISTING Donors/Funders	From NEW sources	From EXISTING sources	Total Match Amount
California	\$66,675	\$105,000	\$171,675
Chicago	\$690	\$99,310	\$100,000
Hawai'i	\$13,280	\$36,720	\$50,000
Miami	\$6,960	\$78,040	\$85,000
Milwaukee	\$0	\$75,000	\$75,000
New Jersey	\$80,000	\$60,000	\$140,000
New Mexico	\$45,000	\$55,000	\$100,000
New York	\$29,364	\$145,936	\$175,300
Totals	\$241,969	\$655,006	\$896,975

Existing Donors Giving to Reproductive Justice for the First Time

Percentage of EXISTING Donors Contributing to Reproductive Justice for the First Time	%
California	75%
Chicago	100%
Hawai'i	100%
Miami	N/A
Milwaukee	100%
New Jersey	N/A
New Mexico	11%
New York	100%

Communication Efforts and Donors/Resources Gained

Correlation between Communication and Number of Catalyst Donors	# of Donors Reached through Communications	Total # of Individual Donors	% of Individual Donors Targeted who Invested	Average Amount per Individual Donor	Average Dollar Return on Each Communication
California	4,000	16	<1%	\$751	\$0
Chicago	2,000	34	2%	\$1,324	\$1
Hawai'i	3,000	63	2%	\$397	\$0
Miami	6,000	74	1%	\$551	\$0
Milwaukee	14	7	50%	\$8,357	\$597
New Jersey	1,000	150	15%	\$607	\$1
New Mexico	25	6	24%	\$10,833	\$433
New York	3,500	137	4%	\$627	\$0
Total	19,539	487	2%		
Average	2,442	61	12%	\$2,931	\$129

Average Dollar Amount per Donor

Average Dollar Amount toward the Catalyst Match from Individual Donors	Total Amount toward Match	% Amount from Individual Donors	# of Individual Donors	Average Amount per Individual Donor
California	\$171,675	71%	16	\$751
Chicago	\$100,000	45%	34	\$1,324
Hawai'i	\$50,000	50%	63	\$397
Miami	\$85,000	48%	74	\$551
Milwaukee	\$75,000	78%	7	\$8,357
New Jersey	\$140,000	65%	150	\$607
New Mexico	\$100,000	65%	6	\$10,833
New York	\$175,300	49%	137	\$627

Individual Donors and Donors of Color

Total Number of Individual Donors & Donors of Color Contributing to the Match	Total # of Individual Donors	<i>Of those,</i> # of Donors of Color	Percent Donors of Color
California	16	12	75%
Chicago	34	10	29%
Hawai'i	63	15	24%
Miami	74	26	35%
Milwaukee	7	0	0%
New Jersey	150	30	20%
New Mexico	6	2	33%
New York	137	93	68%
Total	487	188	39%

Donor Engagement

Are Donors Engaged in an Advisory Capacity in GP's Catalyst Work?	#	%
Yes	5	62%
No	3	38%
Total Respondents	8	100%

Increased Capacity of Grantmaking Partners Resulting from Catalyst

Increased Capacity Resulting from Catalyst	Yes		No		Not Sure		Total	
	#	%	#	%	#	%	#	%
Catalyst's "matching" grant mechanism helped in GP's fundraising efforts	8	100%	0	0%	0	0%	8	100%
GP increased donor engagement (e.g., events, donor circles) in support of WOC-led RJ organizations	8	100%	0	0%	0	0%	8	100%
GP increased communication materials highlighting WOC-led RJ work, such as annual reports and board reports, since the launch of Catalyst	7	88%	0	0%	1	12%	8	100%
GP increased the number of donors contributing in support of WOC-led RJ organizations since Catalyst began	7	88%	0	0%	1	12%	8	100%
GP's partnership with Catalyst helped attract new, or deepen relationships with, current donors of color	7	88%	0	0%	1	12%	8	100%
Increased GP's capacity to fundraise for WOC-led RJ organizations as a result of Catalyst	6	75%	0	0%	2	25%	8	100%
GP attracted new donors through the Catalyst fundraising efforts	6	75%	1	12%	1	12%	8	100%*

*This and all rows = 100%; percentages are rounded to whole numbers.

Other Changes in Understanding and Involvement Since Catalyst

Changes in GPs' Understanding and Involvement	Yes		No		Not Sure		N/A		Total	
	#	%	#	%	#	%	#	%	#	%
Increased awareness/understanding about WOC-led RJ work beyond those staff directly engaged in Catalyst trainings	8	100%	0	0%	0	0%	0	0%	8	100%
WOC-led RJ efforts been a more frequent topic of GP-wide staff meetings and communications	8	100%	0	0%	0	0%	0	0%	8	100%
Greater interest in increasing its direct grantmaking to WOC-led RJ organizations in the future	8	100%	0	0%	0	0%	0	0%	8	100%
WOC leadership or RJ has become more integrated into the strategic priorities of the GP	7	88%	0	0%	1	13%	0	0%	8	100%
Instituted new tracking of "WOC-led organizations" GP-wide, as a category in their internal grants tracking system*	6	75%	2	25%	0	0%	0	0%	8	100%
Other observed changes	4	50%	0	0%	0	0%	4	50%	8	100%

* Both organizations that indicate they did not institute new tracking systems already had such systems in place.

Grantmaking by Catalyst Grantmaking Partners

	Total U.S. Grantmaking				Total Amount to WOC-led RJ Organizations				Percentage of U.S. Grantmaking to WOC-led RJ Organizations			
	2005	2006	2007	2008	2005	2006	2007	2008	2005	2006	2007	2008
California			\$1,649,465	\$2,300,000			\$158,175	\$404,675			10%	18%
Chicago	\$1,737,783	\$952,767	\$1,745,639	\$737,994	\$183,730	\$129,000	\$168,650	\$351,100	11%	14%	10%	48%
Hawai'i	\$14,500	\$50,738	\$50,000	\$143,500			\$5,000	\$87,500			10%	61%
Miami	\$237,500	\$313,500	\$342,000	\$415,000	\$50,500	\$78,500	\$96,000	\$166,810	21%	25%	28%	40%
Milwaukee	\$128,000	\$110,000	\$131,000	\$276,000	\$35,000	\$20,000	\$35,000	\$180,000	27%	18%	27%	65%
New Jersey	\$96,000	\$96,000	\$90,000	\$320,000	\$33,000	\$33,000	\$30,000	\$264,000	34%	34%	33%	83%
New Mexico	\$308,821,900	\$401,134,300	\$582,934,500	\$6,200,000			N/A	\$666,533			N/A	11%
New York	\$1,486,740	\$1,744,650	\$1,995,996	\$2,750,000	\$279,740	\$392,200	\$217,500	\$345,000	19%	22%	11%	13%
Sum of all respondents	\$312,522,423	\$404,401,955	\$588,938,600	\$13,142,494	\$581,970	\$652,700	\$710,325	\$2,465,618	0.19%	0.16%	0.12%	19%
Average of all responses	\$44,646,060	\$57,771,708	\$73,617,325	\$1,642,812	\$116,394	\$130,540	\$101,475	\$308,202	0.26%	0.23%	0.14%	19%

* Only grantmaking partners that award multi-year grants are required to give 2005 and 2006 data.

** **New Mexico** did not track WOC-led RJ organizations until 2008.

Changes in Grantmaking to WOC-led RJ Organizations

	Number of Grants to WOC-led RJ Organizations				Average Size of Grants to WOC-led RJ Organizations				Annual Percentage Change in Average Grant Size to WOC-led RJ Organizations		
	2005	2006	2007	2008	2005	2006	2007	2008	2006	2007	2008
California			N/A	25			N/A	\$16,187		N/A	N/A
Chicago	23	11	21	23	\$7,988	\$11,727	\$8,031	\$15,265	47%	-32%	90%
Hawai'i			1	3			\$5,000	\$29,167			483%
Miami	8	11	13	18	\$6,313	\$7,136	\$7,385	\$9,267	13%	3%	25%
Milwaukee	4	3	3	20	\$8,750	\$6,667	\$11,667	\$9,000	-24%	75%	-23%
New Jersey	5	5	5	1	\$6,600	\$6,600	\$6,000	\$264,000	0%	-9%	4300%
New Mexico			N/A	25			N/A	\$26,661			N/A
New York	9	12	16	13	\$31,082	\$32,683	\$13,594	\$26,538	5%	-58%	95%
Sum of all responses	49	42	59	128	\$60,733	\$64,814	\$51,676	\$396,086	7%	-20%	666%
Average of all responses	10	8	10	16	\$12,147	\$12,963	\$8,613	\$49,511	7%	-34%	475%

* Only grantmaking partners that award multi-year grants are required to give 2005 and 2006 data.

** **New Mexico** did not track WOC-led RJ organizations until 2008. **California** did not count numbers of WOC-led RJ organizations receiving grants before 2008.

Grantmaking Partners' Grantmaking: First Catalyst Year (2008)

First Catalyst Year: 2008						
	Average Grant Size to all WOC-led RJ Organizations	Average Catalyst Grant	% Difference	Total Dollar Amount to WOC-led RJ Organizations	Total Catalyst Dollars to WOC-led RJ Organizations	% of Total Dollar Amount that is from Catalyst Funds*
California	\$16,187	\$15,885	98%	\$404,675	\$175,000	43%
Chicago	\$23,407	\$29,167	191%	\$351,100	\$175,000	50%
Hawai'i	\$29,167	\$21,600	74%	\$87,500	\$87,500	100%
Miami	\$9,267	\$16,528	178%	\$166,810	\$148,750	89%
Milwaukee	\$9,000	\$24,000	267%	\$180,000	\$120,000	67%
New Jersey	\$264,000	\$38,000	14%	\$264,000	\$228,000	86%
New Mexico	\$26,661	\$20,000	75%	\$666,533	\$175,000	26%
New York	\$26,538	\$40,714	153%	\$345,000	\$175,000	51%
Sum of all respondents	\$396,086	\$205,894	52%	\$2,465,618	\$1,284,250	52%
Average of all responses	\$49,511	\$51,474	104%	\$308,202	\$160,531	52%

Note: The "Total Catalyst Dollars to WOC-led RJ Organizations" charted above includes only direct grants. An additional \$125,000 in technical assistance resources moved from grantmaking partners and Tides to WOC-led RJ organizations in 2008, bringing total resources received by WOC-led RJ efforts to approximately \$1.4 million.

Catalyst and Non-Catalyst Grants

Number and Percent of GP Grants made to WOC-led RJ Organizations in 2008 that were Catalyst GRANTS	#	%
Catalyst grants	59	46%
Non-Catalyst grants	69	54%
Total Grants	128	100%
Total Respondents	8	100%

Catalyst Impact on Grantmaking and Technical Assistance

Catalyst Impact on Grantmaking and Technical Assistance	Did Catalyst contribute directly or indirectly to changes in the GP's grantmaking?	Did the GP provide technical assistance to WOC-led RJ efforts in 2008?	Was the GP's increased level of technical assistance due to Catalyst?
California	Yes	Yes	Yes
Chicago	N/A	Yes	No
Hawai'i	Yes	Yes	Yes
Miami	Yes	Yes	Yes
Milwaukee	N/A	Yes	Yes
New Jersey	Yes	Yes	Yes
New Mexico	Yes	Yes	Yes
New York	Yes	Yes	Yes
Total number of "Yes"	5	8	7
Total number of "No"	0	0	1
Total number of "N/A"	3	0	0

Changes in GP's Understanding and Involvement and Board Commitment

Catalyst Contribution to Changes in GP's Understanding, Involvement, and Board Commitment	Yes		No		Not Sure		N/A		Total	
	#	%	#	%	#	%	#	%	#	%
Observed changes in the board's commitment to fund WOC-led RJ efforts	8	100%	0	0%	0	0%	0	0%	8	100%
Believe that Catalyst contributed directly or indirectly to these changes in the board's commitment to fund WOC-led RJ efforts	8	100%	0	0%	0	0%	0	0%	8	100%
Believe that Catalyst contributed directly or indirectly to understanding and enhancing involvement in supporting WOC-led RJ organizations	7	88%	0	0%	1	13%	0	0%	8	100%

**Observed Changes in Visibility of Women of Color-led Reproductive Justice
Organizations in Philanthropic Sector**

Observed Changes in the Visibility	Yes		No		Not Sure		Total	
	#	%	#	%	#	%	#	%
WOC-led RJ has work been a more frequent topic of conversation among funder colleagues	8	100%	0	0%	0	0%	8	100%
There are other signs of greater attention being paid to WOC-led RJ organizations within the sector	6	74%	1	13%	1	13%	8	100%
WOC-led RJ organizations and their work have been more visible in funder affinity group spaces	5	62%	1	13%	2	25%	8	100%